The Soul of the Hospital

by

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PREFACE

THE articles which go to make up the present volume have appeared during the last few years in the pages of "Hospital Progress," of "The Modern Hospital" and of the "American Journal of Nursing," to the Editors of which we make acknowledgement for their kind permission to reprint them. The chapters are all on kindred themes which have to do with the soul of the hospital, with its intellectual and spiritual atmosphere and ideals. There is no need of a lengthy introduction as it is hoped that the chapters themselves will lead the mind of the reader from phase to phase of this interesting and important topic.

To set down these thoughts and suggestions has been a labor of love. No one who is familiar with the work of our modern hospitals can fail to see how vast is their service to humanity. No one who considers them with a thoughtful eye can help but be impressed with the still greater opportunities that lie before them, especially in the spiritual and intellectual realms. To help hospital workers to survey those fruitful fields of effort and to encourage them to do their utmost to rise to the height of their growing opportunities is the purpose of this volume, which is thus cordially dedicated to their service.

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THE SOUL OF THE HOSPITAL

CURING BODIES AND CURING SOULS

In his entertaining, but nowadays little read, descriptions of missionary travels, the Abbé Huc, a famous voyager of the Lord, in Thibet and China, tells of an amusing and significant conversation which he once had with a wealthy merchant in a Chinese town.

The Abbé Huc had led the conversation skilfully to the things of the spirit and he admonished the old merchant that he had better be thinking of his soul and giving it some care. The old man gradually understood the purport of the Abbé's exhortations and answered him with characteristic reasoning:

"You tell me," he said, "that I have a soul. So be it. But my soul never gives me the least inconvenience or trouble. It never gets hungry as my body does and has to be fed, nor thirsty and has to be given to drink. If it is sick, as you say may likely be the case, it never gives me pain nor requires treatment and medicine. On the other hand, my body has constant need of all these things. Why should I trouble with my soul, which never gives me any uneasiness? Let it take care of itself as it has been doing. My body needs all my

time and attention to keep it even in tolerably good condition."

THE PAGAN ATTITUDE

A frankly pagan way of reasoning. Yet ludicrous as it is, when put in so many words, the attitude of the old Chinese merchant is frankly shared by many a practical pagan of our time. To take care of the body has become a principle, almost an obsession, with many. To take care of the soul seems to them entirely superfluous. They let it take care of itself.

It requires some effort to escape from this fallacy. Not that we do not make every reasonable effort to help and to save the souls of our patients. But the body is so insistent in its demands for care and attention that it sometimes casts in the shade the equally great, but not so obvious, requirements of the soul.

Thus, for instance, how extraordinary and constant are the exertions made in the hospital to give to every patient the bodily nourishment which each one requires. Besides the large kitchen with all its equipment and service, there are the diet kitchens, specially adapted to serving to each one what has been prescribed by skilful specialists for his particular needs. There is the dietitian who is trained competently to afford the expert service which patients require. A small army of persons and much expensive equipment are occupied with feeding the body. All the expense and effort needed are considered well worth while. What is more important

for the well being of the patient than the right sort of food in the right place and at the right time?

FOOD FOR THE SPIRIT

But now consider the nourishment of the soul. This spiritual part has its appetites and cravings, its dietetic needs, so to say, and its nutritive requirements, no less than has the body. Starved souls and souls which suffer from an unbalanced diet are far more common even than bodies with the corresponding ailments of malnutrition. The nourishment of the soul involves much less expense and exertion than does that of the body. Yet how poor and mean is the provision in our hospitals for feeding and nourishing the soul, compared to the expense and effort freely given for the nourishment and upbuilding of the body.

Books are the ordinary food of the mind and spirit. The library of the hospital is its kitchen for the soul. The smaller libraries on floors and in departments are, so to say, the diet kitchens of the spirit. Survey for a moment the resources of your hospital for furnishing to each patient and to the nurses, and the staff, the sort of spiritual nourishment which they require, and compare those resources with the ample and expensive paraphernalia which your hospital rightly possesses for the feeding of the body.

Where a question arises about securing some new and costly piece of equipment for the preparation of food, if it is clear that the new invention will really help

improve the dietetic service, how easy it is to decide to put it in. Who ever complains that these cooking devices are expensive, that they have to be replaced when they wear out, that they have to be taken care of —if only they are really useful and serviceable for the purpose for which they are bought?

Yet when there is question of spending money on books which truly nourish the soul and the mind and feed the spirit more effectively than these devices feed the body, is there an equal willingness? Does it seem as important that the diet kitchen of the soul should be as well provided and as carefully looked after as that of the body? Is there not just a touch of the attitude of that old pagan merchant when he said that the body's insistent needs had to be supplied and taken care of but that the soul got on very well when left to itself?

MENTAL DIETETICS

If there is a dietitian in the hospital whose duty it is to be expert in what concerns the food of the body, would it not be equally desirable to have some one in the hospital qualify as an expert in what concerns the feeding of the soul? Some city libraries are employing trained assistants to visit the patients in the hospitals, to discuss with them their mental appetites and needs, and to supply them with just that intellectual diet which they seem to crave and require. Might it not be made part of every well organized hospital to have some one exercise the same important function there? This

would require preliminary study and thought, of course, but not so much as goes to the making of an expert dietitian. Would it not be well worth while to take the trouble and to pay the cost?

A large, well-furnished, well-circulated, central library in the hospital is as necessary in its way as a large, well-equipped, well-managed kitchen. If the soul does not complain nor suffer for want of being fed, this should be no reason for us to deny or neglect its obvious needs. Many a patient leaves the hospital restored to normal bodily life, the errors of his diet corrected, instructed as to the best means of preserving the physical health he has recovered. At the same time his soul is as starved of needed information, as anemic for want of requisite instruction, as crippled for lack of good reading, as when he entered the hospital doors. True, it is the primary business of the hospital to heal the body. Yet zeal, charity, all the interest we have in souls, should prompt us not to neglect the less expensive and less troublesome, even more important charity of nourishing the needy soul.

CONTAGIONS OF THE MIND

Consider again the efforts made in the hospital to resist infection, to help the system throw off the invasions of microbic enemies, to assist the natural powers in their fight against abnormal and diseased conditions. That negligence would be considered criminal which would allow infections to grow and spread among

patients for want of due and known precautions. Tainted food, bad air, and all the other sources of disease are guarded against in the hospital until it has often been said that in time of epidemic those most likely to be immune are patients in the hospital.

The comparison may halt a little but there is great similarity between these bodily infections so carefully guarded against, and the infections of the spirit. Some persons are susceptible to a greater degree than others, of moral, as of physical, infection. Yet every one is exposed to some danger by the reading of bad literature, just as every one incurs some risk, however vigorous his constitution, by eating of tainted food.

Are bad books as carefully guarded against as bad food? Are the contagions of the mind as scientifically prevented as those of the body? It is useful from time to time to ask such questions of ourselves if for no other purpose than to keep up an intelligent interest in what may be called the prophylaxis of the mind. The most effective means of guarding against mental contagion is a steady supply of nourishing and strengthening mental food, just as the body's resistance is best secured by building up the general health. Yet while insisting on the supply of a copious, nourishing mental diet, we should at the same time take reasonable precaution against the positive infections of the intelligence or the will which come from evil books.

Those who are accustomed to the work of hospitals will be able to continue this comparison into many

details of service to the mind and soul. The body with its needs and weaknesses, its remedies of food, exercise, and environment, presents repeated similarities with the soul. In our hospitals primary care is given, of necessity, to physical needs and ailments. Yet good sense and zeal both assure us that we should be solicitous as well for mental prophylaxis and healing. Were we to give all our care to the body and to begrudge the expense of money and effort needed to heal and help the soul, we should fall into the ludicrous and fallacious argument of the old pagan merchant.

The Christian viewpoint helps the body for the sake of the soul, and the body and the soul for the sake of God.

THE SOUL OF THE HOSPITAL

The management of a hospital in the United States from a financial viewpoint has come to be a very complicated and difficult work indeed. A modern hospital has the complexity and expensiveness of a large hotel, and all the departments required to care for the lodging and feeding of many individuals must be developed therein. But the guests cared for in a hospital are, for the most part, much more dependent and in need of ministrations than the guests of a hotel, and therefore, to the "hotel problems," as they may be called, of the hospital manager, are added many other vexatious cares, tending to promote the welfare, safety, and comfort of the patients.

Add to this the special features of a hospital, each with its own items of expense for equipment and management, the nurses' home, the laboratory, the operating room, the diet kitchens, the x-ray department, the clinics, and we multiply occasions of expense. Thus, the ordinary and every-day expenditures of a hospital mount up into figures which would surprise and startle one not familiar with the requirements and demands of modern hospital service.

IRREDUCIBLE EXPENSES

Many of these items of expenditure are necessary and irreducible. Supposing that those who do the buying of food for the hospital, secure first rate provisions at the best prices, they have done all that can be expected of them. Suppose that waste is cut down to a minimum, while service is left at a maximum, what more can be demanded even from the most careful manager? Those in charge of a hospital, therefore, while desiring to be as economical as possible, look with equanimity on totals of expenditure for food, coal, supplies, and other necessaries which would startle the uninitiated. They feel that these things are needed and that the money is well spent. Even from a material standpoint, what is so expended is only invested and brings good returns in service and satisfaction to the patients, securing their future patronage and support and their present gratitude and payment.

No sensible person in charge of a hospital would try to economize by cutting down the price paid for food until only inferior materials could be secured, and thus giving the patients a poor and unsatisfactory diet. Nor would any hospital official think of refusing to pay for good coal and economizing by shutting down the furnaces or feeding them cheap slack, incapable of making a good fire, to heat the premises. Neither would he dream of trying to induce the help to work without salaries, or refusing to pay them what they needed to

live on. To act in such a way would be to court disaster. All such disbursements of money are expenditures which pay.

NEGLECTED NEEDS

These things are obvious enough and we only mention them to point a further reflection. If it is apparent that these necessary expenses for the care of the body of the patient and for the warming and cleaning of the hospital, are expenditures worth while for the returns they bring in warmth, sanitation, nourishment, and general welfare, it is no less true that there are other legitimate items of expense, no less useful and profitable to the hospital, which are sometimes curiously overlooked and neglected even by prudent hospital managers.

A hospital, like an individual, may be said to have its body and its soul. The body of the work is made up of its exterior and material equipment and environment. The great building, competently outfitted, kept warm, and clean and in good repair; the food, the coal, the furnishings, all these represent the bodily parts, so to say, of hospital work. The buildings of a hospital are its clothing, a raiment at once beautiful and useful, which gives the hospital outward distinction and keeps its material activities safely sheltered and housed. All the care and expense involved in keeping the hospital activities provided with the material things needed for their complete welfare, pertain to the bodily care of the institution. Like all important material interests,

they are worth what is expended on them, provided economy and frugality go hand in hand with a wise liberality in giving everything that is required.

THE ALL-IMPORTANT SOUL

But the hospital has also its soul, unseen, subtle, not making insistent demands for tangible supplies and conveniences and equipment, as does the material part, but none the less real, important, even essential for all that. The soul of the hospital is the spirit that pervades it, the morale of its workers, their intellectual and spiritual condition and attitude, the motives which impel them, the attitude they take toward their work. This soul of the hospital gives life to all its material functions. The quality of its service, its influence on the patient, its capacity for restoring him to health of body and mind, are dependent on the spirit which pervades its activities, on the attitude of its staff and its other workers, the intellectual and spiritual conditions which prevail within its walls.

VAST EXPENDITURES

On those elements of the hospital which we have called its body, on buildings, equipment, supplies; on coal, on food, on instruments, on bedding, on furnishings, what vast sums are spent every year! Who can calculate the total expenses of American hospitals for these things alone? A rough estimate, taking into consideration the fact that there are more than

7000 hospitals in our land, places the annual expenses for conducting all of these at something like a billion dollars. In other words, it is probable that about eighty three million dollars a month or almost three million dollars a day, are required to keep the bodies of the hospitals in that state of efficient healthfulness which their duties toward their patients require.

We have spoken of the mere monetary expense because it is more easily calculated and lends itself to more definite totaling. But almost more impressive than this huge financial outlay is the vast sum of effort, care, forethought, planning, which goes each year and each month to maintain the body of the hospital in a state of efficient healthfulness. An army of busy workers is constantly occupied in taking care of the body of the hospital. Great contracts are being made, experts are consulted, supplies are being ordered, checked over, made sure of. Worn out or obsolete equipment is being replaced. New buildings are being planned or erected. Energy, thought, calculation are being lavished without stint, as well as money, to make and keep the body of the hospital all that it should be.

Meanwhile what proportion of all these great expenditures of human effort and forethought and of money and labor is being given to the hospital's soul? True, money is not as necessary nor needed in as great sums for the welfare of the soul of the hospital as for its body. Still there are expenditures of energy, thought, money even, which bring as real a return for the welfare of the

soul of the hospital, for the intellectual and spiritual profit of its workers and patients, as the effort and expense which are lavished on its body.

One means of promoting the good of the hospital's soul, incalculable in its benefits, is as we have said the providing everywhere and lavishly, of excellent reading matter—so plentiful, so free of access, that every one may find it easy to read good books. We shall speak of this in another chapter.

CONFERENCES

Again, the soul of the hospital is nourished and helped by conferences, by lectures, by series of instructions, given by men and women who have become experts in their specialty and who can speak with authority. But these men and women must live from the returns of their labor. Others may be dependent upon them or their expenses must be paid by offerings. Those in charge of hospitals sometimes complain that it is difficult to obtain the service they wish in regard to lectures and conferences. May it not be that they forget their part in helping toward the support of those who serve them and therefore compel them to go elsewhere with their services? It is a false and mistaken economy to neglect to make the comparatively small offerings which will enable a good and competent speaker to do his part to help the soul of the hospital.

Those who are experienced in the life and management of hospitals will be able, upon reflection, to make

still further application of this fundamental thought concerning the due part of energy, thought, and resources, which should be given to aiding the hospital's soul. How much depends, for example, on the spiritual training of the nurses, on keeping up their instruction in religion, on giving them at times the benefit of healthful recreation, sociability, entertainment! But for these things some considerable effort is required. Precious time and energy have to be expended. Help has to be enlisted for which perhaps a recompense is due. Should this be a difficulty and an obstacle? Or should not those in charge consider such expenditures, whether of energy, of money or of time, fully justified and even necessary for the sake of the hospital's soul?

HOSPITAL ASSOCIATIONS

Under this same heading of due provision for the welfare of the soul of the hospital, of its morale, of its spirit, of the souls of its workers and its patients, comes all the expense of energy, thought, money, for the sake of better training, higher ideals, a more enlightened policy, better contact with other hospitals and with the best that is being done in hospital work. Here enter in the Hospital Associations with all their connotations and influences, their ideals, their plans for the general good, their interchange of suggestions and encouragements, striving after higher standards, constant effort to discover and communicate to all their members what had best be done for the good of the hospital, body and soul.

The benefits of such association cannot be estimated in terms of mere material achievement. They can not be entirely discovered even by the most careful investigation. Insensibly as well as perceptibly, the members help one another, the association raises standards and introduces ideals, the beneficial influences in hospital life are strengthened and made more effective for the individual hospital.

Such movements as that for the standardization of hospitals, have an incalculable advantage when they are promoted through such an association. Individual hospitals might be at sea as to where to begin or what to do. They might desire to take action but not be able to overcome their own inertia. Association gives them definiteness and strength.

Our plea to the officials of hospitals and to all who have anything to say concerning their policies is to be not only generous but even lavish in everything that concerns the hospital's soul. For the body due provision will surely be made. Everything combines in demanding a liberal policy where there is question of material equipment and supply. But the soul of the hospital is a more subtle and unobtrusive thing. It neither thirsts nor grows hungry nor falls into outward decay in such a way as to demand food, drink, warmth, repairs. Yet its needs are just as real as, and even more vital than, those of the body. They should be attended to with at least equal diligence and generosity.

A SMALL PERCENTAGE

Even when these spiritual needs of the hospital are provided for with a most open-handed generosity, the total expenditure of energy, thought, and money given to them will be small indeed compared to the vast sums spent on what we have called the body of the hospital. Three or four per cent for the soul and ninety-six or seven per cent for the body is no great concession to the soul's needs and requirements. Yet is even this proportion now given to the soul's wants as we have explained them?

If those responsible for the care of the hospital are generous almost to a fault in their expenditures for a lavish supply of good reading, for lectures, conferences, inspirational talks, for the nurses and the staff, for recreation of the nurses, (and we speak not only of expenditures of money, which will be comparatively slight, but of energy, thought, effort, planning, time), even then, how small the total will be compared to the vast sum expended for the body of the hospital! If a generous answer has been made to every appeal and summons of the Hospital Association, what a small item even this expenditure for the benefit of the hospital's soul will be in comparison with the great total given for those other things, its material needs!

MORE INSISTENT NEEDS

The natural answer to these reflections might be that other expenses in the hospital are so great, that

the calls on energy and time and effort, as well as on money, are so enormous as to leave no surplus for the things we have mentioned as vital to the hospital's soul. "We can not afford," those in charge might answer, "to follow these suggestions; to be lavish in the buying of books; to provide and give recompense for lectures, conferences, inspirational talks; to take the trouble to support generously the Hospital Association and its activities. We must economize *somewhere* and the other needs are more insistent."

If any one should make this objection, he should be told that it is false economy and unprofitable as well to stint the soul for the sake of the body. There is wastefulness always, unless the greatest care is taken, in the vast items of hospital expenditure for food, heating, equipment, even for such items as laundering and labor. Economy here is profitable, and when efficiency and justice are safeguarded, is laudable. How many hundreds of thousands of dollars might be saved by greater efficiency in these things, by cooperative buying, by more careful management! But to save money by failing to provide an abundance of good reading, by omitting to give an offering for some useful conference, how little real saving there is in these things and how great a loss! The contemptible figure gained makes no showing at all in the monthly or annual total. But the loss cannot be measured in terms of dollars and cents.

If any one should further add, either in words or thought, that the things we have mentioned as of

moment for the soul of the hospital give no trouble by their absence, that no one complains of the absence of good books as they would of the absence of good food, that conference givers are less missed than cooks, and libraries less wished for than laundries, and that therefore, since these things give no trouble by their absence, they are more easily dispensed with and need not give occasion for thought—what shall we answer to this?

Let us recur to that amusing instance of the shrewd old Chinaman who, the Abbé Huc tells us, declared he saw no reason for troubling about his soul, when his body demanded so much attention and his soul never hurt him at all! "Why should we trouble about the soul of the hospital, when its material affairs require so much attention? The hospital grows cold and we must warm it, hungry and we must give it food. It requires attention in its material needs, day by day and hour by hour. But its soul makes no demands, shows no uneasiness, gives no pain. The body of the hospital keeps us constantly busy and takes all the effort we can spare and the money and the time; why should we trouble about the soul?"

Is it possible that there are hospitals where such pagan principles are observed in practice, where the soul of the hospital and its spiritual and intellectual needs are neglected because of the demands of the body? Are there institutions which economize in education, which save by neglecting ideals, which stint the training of workers, the instruction of nurses, the providing of

ample supplies of good books, the organization of societies, the encouragement of initiative in studies and investigations? If so, then are not such hospitals following out the very reasoning of the old pagan and neglecting the soul for the sake of the body?

"What will it profit a man," says the Lord with searching significance, "if he gain the whole world and suffer the loss of his own soul? Or what shall a man give in exchange for his soul?" That same interrogation might be repeated with deep meaning to every hospital. Supposing that it were possible, while neglecting these higher things of hospital life, the things of the mind and the spirit, to keep up the most splendid buildings, to accumulate the most modern equipment, to provide every material aid for hospital work, to attend carefully to all those things which are part of the body of the hospital. What would this profit if the soul of the hospital were dead? A being whose soul has departed is but a corpse, however magnificently apparelled or sumptuously housed. So is that hospital dead whose soul has departed.

THE CONTACTS OF THE HOSPITAL

As time goes on, the ordinary citizen and his wife are growing more and more willing to go to the hospital, even for crises which formerly would have been ministered to at home. There was a day when to go to the hospital was looked on as a last resource and people remained at home for care and nursing whenever that was practicable. The appreciation of the benefits of skilled attention and the advantages of special equipment in the treatment of disease are now more widespread than ever before, and, in consequence, persons who fall ill turn to the hospital not as a last resource but as an immediate opportunity.

It is quite probable that this tendency will increase and that hospitals will be called on to take care of a greater and greater number of inmates. Not only will the advantages of special equipment and skilled care bring this about, but the very requirement of medical treatment will enforce it. The developments of medicine are following lines which require delicate measurements and specialized processes almost impracticable outside the hospital. The insulin treatment, salvarsan, physiotherapy, hydrotherapy, the modern methods of laboratory diagnosis, all these indicate or require some residence in the hospital. New discoveries

are likely to increase this tendency continuously. In one very notable hospital a whole division is given over to the administration of the treatment for emptying the gall-bladder. Similar instances will readily occur to the mind of any one acquainted with hospital development.

As the hospitals themselves are more and more perfected they will compete on more and more favorable terms, so to say, with the home as a place of diagnosis, cure, and recuperation. The one element which will stand in the way of this development is the high cost of hospital residence. Yet, when health or life is at stake, this consideration will hardly be regarded. Besides, it is quite possible that some methods of reducing the cost of hospital service may be found, or that some form of health insurance may help to carry the financial burden.

In consequence of this widespread and increasing patronage of hospitals by the general run of people, their contacts are many and various and their opportunities for exerting a good influence are correspondingly numerous. Moreover the day is past when the patient may be regarded as a mere transient boarder who comes in at some acute crisis of his health and is dismissed and forgotten as soon as his need for treatment is over. It is coming to be more and more realized that illness is not an isolated phenomenon, a lightning stroke disconnected with ordinary happenings. Sickness is the result of previous conditions, often of ignorance of one

sort or another, of injudicious ways of living, or of poverty, whether a poverty of means or of physical forces.

TO PREVENT DISEASE

Most of these causes or occasions of disease may be warned against and to some degree prevented. With the development of medical science it will be increasingly possible, we may confidently anticipate, to foresee and forestall the causes of disease. Hence, looking at the physical well-being of a patient as a continuous process which depends on the past and influences the future, hospitals which are truly devoted to the health of mankind will make it more and more their business to prevent disease before it strikes, or to guard against its recurrence by judicious after-care and instruction. Since, then, the patrons of the hospital are likely to be precisely the ones most in need of instruction, guidance, and after-care in matters of their physical health, the contacts of the hospital will offer singular advantages for preventive medical care and for instruction in hygiene and rational living.

From the social side, the diversity of contacts between the hospital and its varied clientele is no less precious from the standpoint of opportunity. Social conditions are very intimately connected with health, and on the other hand health closely depends on social conditions. It is well known that some of the greatest hospitals which are now being planned, as, for instance,

the new hospital which Columbia University has lately erected, are largely designed to serve as centers for social work as well as for medical and surgical treatment. Existing hospitals, particularly in the large cities, can show in many cases a highly developed system of social work in connection with their every-day ministrations.

Nor does this social work in the hospital benefit only those who are socially at great disadvantage, the submerged tenth, the destitute, or incapacitated. Even persons who, under ordinary circumstances, are fairly well to do, may be in need of some social readjustment to be brought about by skilled and disinterested advice from without. Such advice may not infrequently be afforded by the social worker in the hospital who has extraordinary opportunities for coming in touch with such needs. Patients in the hospital are unusually communicative and open to suggestions. A well qualified and well equipped hospital social worker can do much good in this way.

But it is of even greater importance to observe and profit by the extraordinary opportunities for spiritual work which the many contacts of the modern hospital afford. Not only the nurses, the interns and visiting physicians, and the hospital helpers, but the very friends and family of the sick who come to visit them, afford various opportunities for intellectual and spiritual good influence.

To profit by these is surely part of the duty of hospital workers. Where the soil is so fertile and the

harvest so ripe for the reapers, it would be sad to neglect so precious an occasion of doing good to minds and souls.

Even experienced hospital workers seem to fall short of realizing at times the greatness of these opportunities. In fact, the insistent demands on time and energy are so great in the necessary care of the sick in hospitals that often there seems to be no leisure or force remaining even for these important activities in the intellectual and spiritual orders.

MEETING THE NEEDS THAT ARISE

The solution would seem to be to give each interest its due proportion of effort. The huge organization of modern hospitals has developed in answer to growing needs. When laboratories became essential to take advantage of new discoveries in diagnosis and treatment, laboratories were provided, however expensive they might be in space, money, and personnel. Similarly, when an x-ray department was required to apply for the benefit of the sick, Roentgen's astounding discovery, the x-ray department was forthcoming with all its expensive equipment and elaborate technique. In like manner the advancing needs of social work have stimulated the establishment of social service departments in many hospitals. It will be but another step, to provide such copious facilities for good reading, such frequent and excellent conferences, such an organized

abundance of spiritual and intellectual good influences both for the hospital dwellers and hospital visitors, as shall amply utilize the rich opportunities of the hospital from these standpoints because of its various and increasing contacts with all the community.

The development of methods to utilize these opportunities will be, of course, a matter of experiment, consultation, comparison of results, and devising of specific means which will fit in with the particular requirements of hospital organization. Like any other technique, the technique of spiritual and intellectual influence in the hospital, on dwellers and visitors, has to be developed by experiment and observation. The first thing is to arouse in all a keen interest in the subject so that individual cases of good influence may be observed and analyzed, and so that the lesson to be learned from them may help to develop the system.

At the present time no slight difference is to be noticed in this regard among hospitals. Some are notably forward-looking in the matter of spiritual and intellectual influence. They are alert and interested, and have begun definite efforts toward solving the problem. They appreciate, very fully, the considerable difficulties in their way, arising from the already crowded condition of the hospital program and the demands made on every one by existing activities. But they are going forward constantly and are doing more and more for the intellectual and spiritual needs of all with whom they come in contact.

Other hospitals show a much less advanced stage of progress in this regard. Some appear hardly to be aware of the problem and the opportunity; others allow themselves to become so taken up with other needs that they neglect or postpone any real efforts along the lines we have mentioned. Both classes of hospitals should consider whether they are not falling behind in the forward march of hospitals. The soul for the sake of God, and the body for the sake of the soul, should be a maxim in hospital work.

It is encouraging to think that many favorable influences will assist our hospitals in profiting by their opportunities of this kind. Our own institutions have the most singular and effective means for influencing for the better, spiritually, every one who crosses their threshold. Prayer, good reading, how ready and how powerful are these in a spiritual way. The hospital is often the means not only of supplying these great influences to the patient while in the hospital, but of putting him back in the way of using them regularly in his after-life.

VALUE OF CONFERENCES

As regards conferences, it must be confessed that here the hospitals labor under special difficulties. It is not easy to assemble any large number for a conference because the work of caring for the sick must go on without interruption. But this difficulty, like all others, may be overcome, as the experience of many

hospitals shows. In fact, any difficulty can be surmounted with a due degree of perseverance and determination.

Day after tomorrow some one of the many tireless investigators who are pushing the frontier of medical science farther and farther into the domains of present ignorance, may discover some new method of healing, some now unthought of agent like the x-ray, which will demand the creation of a new department in all our thousands of hospitals. If the discovery is sufficiently valuable there is not one hospital of any importance, which will not spend thousands of dollars and years of effort, if need be, to provide the new facilities.

Surely the priceless interests of minds and souls similarly require the creation or development in every hospital of adequate means for the supply of books, conferences, and whatever other means may prove practical to secure the intellectual and spiritual profit of hospital dwellers and visitors. Through its various contacts, forever increasing, with so many classes of society, the hospital can render no more excellent service than this.

CULTURE IN THE WHOLE HOSPITAL

I have a friend whose hospital experience has been varied and peculiar. He has been on different occasions a patient in twenty-three hospitals, and in each one he took notes, mental and penciled, and has given us the benefit of them. He is especially interested in our present subject "Christian Culture in the Whole Hospital," and has found that there is little relation between true culture and mere wealth of equipment and appointments. He once said to me: "the poorest but neatest hospital I ever entered was the most cultured; the richest and best appointed was the most vulgar. In the poor hospital, there was refined attention. In the richly endowed one there was vulgar show, with few perceptibly refined touches. In the poor hospital the nurses made me feel it was an honor to serve me. In the rich one I was made to feel the superiority and condescension of my nurses, and the self-suppression they were undergoing while serving me.

"In the poor hospital I could see that the doctors had a liberal education for they listened with interest and attention to all the details of my case; in the rich one the doctors knew all about my troubles before I mentioned half of them. The one hospital had modesty and humility. The other had an over supply of self-

assurance, and simulated wisdom bordering on omniscience. Between these two there were many other grades."

We asked this experienced friend of ours to point out the very best of all the hospitals of his acquaintance from this standpoint of Christian culture. Then we visited it and studied at leisure its spirit and its methods. Example is so much more inspiring than argument, and the description of virtues is so much more encouraging than the cataloging of defects, that we can do no better than to enter together in imagination this hospital which my friend has so sincerely admired, and thus illustrate by a practical and concrete instance what Christian culture in the whole hospital can actually accomplish.

As we approach this hospital, the singular repose and grace of its architecture impress us. It is not lavishly decorated, its exterior does not give us the notion that it has been extravagantly expensive but there is a gentle beauty of proportion, a simplicity and grace of outline about its structure which is as restful and soothing as Christian charity itself. It is not the cost of material nor the profuseness of decoration which makes a model hospital building. Rather it is the exquisite fitness of the style, the chaste simplicity of the design.

We enter the hospital, and at the very portal we breathe an atmosphere of kindliness and tranquility. At the receiving office there is much alertness and

interest, but nothing officious, hustling, or dictatorial. We are received like honored and respected guests. Gentle inquiries are made, our business is discovered without fret or jarring, with the calmness and courtesy which springs from deep and sincere charity. We ask to see the superintendent. She will be here in a very few moments. Will we please wait in this pleasant parlor? There is an abundance of books on the table. We are quite welcome to look them over while we wait.

We glance about us with interest. What is there in the atmosphere of this room, indeed of all the entrance to the hospital, that brings such repose and pleasure to the spirit? The furnishings are not lavish but they are chosen with such exquisite taste. There is a harmony of outline and of color which insensibly delights the eye. The pictures are beautiful. They are not flaring prints nor ill-assorted originals. They are excellent reproductions of great masterpieces, which express at once the sublimest beauty of art and the deepest piety. Some one has chosen them lovingly, so that they seem expressly made for the very bit of wall which they adorn.

The room is pleasantly populous with books, new books, beautiful books, books which gently invite the hand and allure the eye. The books, too, seem expressly chosen for the room. They are not haphazard volumes which have floated in from without, nor odds and ends of literature which have accumulated without design. Each one has an appeal, a purpose. We are

insensibly impelled to take up one of the fresh, inviting volumes and to sink into a chair, and read. To do so, we need hardly move a step out of our place. Everywhere in this room one finds a book at his elbow, and we later discover that this is true everywhere throughout the hospital. The most plentiful and delightful furnishing of the hospital is the abundance of books. On this one point the superintendent allows herself an innocent extravagance. She sometimes economizes in less necessary things but she never resists the beneficent temptation to extravagance in buying books.

THE SUPERINTENDENT ENTERS

Scarcely are we deep in a volume when there is a gentle tap at the door and the superintendent of the hospital enters. She comes in so full of quiet cheer, with such an air of bright welcome that you suddenly realize that the homelike feeling of the hospital radiates from her personality. Her voice is pleasant and low. Her smile is full of welcome. She notices with delight that you are reading one of her beloved books. She has read it herself and speaks of it in such a way that you are more determined than ever to read it through. Her interest in things of the intellect and the spirit is so keen that it is contagious. You observe her with respectful interest. You know so well how much the excellence of this hospital is due to her personal excellence. She is a woman who has extraordinarily improved upon the gifts of nature. The constant

effort which she has made to realize her ideals of personal culture has so modified her natural disposition and character that, unless you have known her all your life, you can hardly conjecture what manner of person she was at the beginning of her career.

In point of fact, this admirable woman was rather less blessed than the majority of her associates with natural talent and disposition. Her gifts were by no means remarkable in her days of training. She had a certain natural bluntness, and even rudeness of manner, which rather repelled than attracted. But, early in her religious life, she learned the lesson that true culture, Christian culture, can overcome almost any natural defects and so she set to work from the very beginning of her career, to remold her personality and to fit herself for a life of apostolic charity.

She acquired an insatiable ambition for what was best both in culture and piety. She always chose, where choice was allowed her, the books, the studies, the companions most able to bring out her better self. Through the long discipline of her training she steadfastly, and with many failures, practiced a manner of sincere sweetness and charity, that exterior courtesy and refined considerateness which are the soul of good manners. She deliberately acquired a taste for good reading and she spent some moments at least each day with the best and noblest books. She feared very much the demon of routine which makes such havoc with the inward life. She sought her consolation in thoughts

which were both pious and beautiful. It was her constant remark that there are so many excellent books that a whole lifetime would never be enough to read them all. Her life was an extremely busy one, yet she declared that by having the right book always at her elbow, she never found the day so full that she could not save some moments for nourishing her spirit.

This deliberate choice of what was excellent and cultured gradually had a transforming effect upon her character. Starting with much less natural refinement and attractiveness of disposition, with much less natural talent than many of her fellows, she gradually made culture and holiness a second nature, so that her companions noticed year by year the progressive nobleness of her disposition. She became sure of herself and her first aspirations after refinement and goodness gradually strengthened into a second nature, much more firm and reliable than mere natural inclinations would have been.

THE DAWN OF BEAUTY

At the same time, when she was assigned to hospital work, the beauty of hospital service dawned upon her. She saw the hospital not as a mere hotel for patients but as a true home of Christian charity and culture. The tenderness of Christ, His perfect courtesy, His love for true learning, His desire to bring out what was best and noblest in mankind was her inspiration in the care of the sick. She looked on the hospital not only

as a sublime opportunity for practicing the corporal works of mercy but as a singular chance for all the spiritual works of mercy as well. She yearned to instruct the ignorant, to counsel the doubtful, to convert sinners, to bear wrongs patiently, to forgive offenses willingly, to comfort the sorrowful, to pray for the living and the dead. She studied her work in the hospital, caring for bodies for the sake of the soul and yearning over souls for the sake of God. Little by little, by careful observation of her own mistakes and those of others, and of her own successes and the good qualities of others, the immeasurably great possibilities of hospital work dawned upon her. She set herself to realize them as far as she could with undiscouraged patience, bearing her own defects and those of others and struggling forward in spite of every difficulty.

It is her happy characteristic to act where others only theorized and to carry out improvements in the hospital where others wished and sighed. She has a great spirit of honesty and never expects to attain any good without paying the price for it. She is never discouraged and never quite satisfied. She carefully considers each step, but when she is once determined to get some good thing for her staff, her patients, or her nurses, she works so untiringly and perseveringly and pays the price so honestly, that it is no wonder things gradually shape themselves as she wishes.

This excellent woman influences the atmosphere of the hospital as much by her own example, as by her

precepts. She is always happy and a great deal of her happiness comes from the rounded, intellectual life she lives. Her spirit is brave and strong and her soul is sweet with noble thoughts so that the thousand petty annoyances of life fail to sour her temper or cloud her cheerfulness. The hospital over which she rules is in fact, to a great degree, the expression of her personality, but her associates work with her in charming concord. They, too, have fallen under the spell of her cultured charity, and there is hardly one of them who is not unconsciously trying to imitate her in her culture no less than in her piety.

She invites us to accompany her through the hospital and from what we have seen, we are eager to go. Everywhere it is a model hospital. The exquisite cleanliness, the smell of the open, the abundance of sunshine and sweet air are admirable. But it is also a beautiful hospital. Every patient's room is a study in itself, thought out with loving care to please the eye and to comfort the heart. The standardized institutionalism, so unpleasantly striking in some hospitals, is quite absent here. As you look into each room you seem to see the impress of a woman's mind and heart on everything. Every room is like a little corner of home. But there are two features which specially strike the visitor. The first is the exquisite pictures which adorn the walls, pictures which are calm and soothing, beautiful and inspiring. The superintendent explains to you that these pictures are an occasion of

constant solicitude to her. When a patient remains long in a room and she fears that some pictures have become wearisome she has them changed and others substituted. She has found that the surroundings of a room exercise a subtle influence on the patient, and she and her coworkers take great care that this influence shall be entirely beneficial.

The second feature is the abundance of beautiful and attractive books. These are so much a part of the furnishings of the rooms that everywhere you go in the hospital every patient has some books at her elbow. Here again the superintendent has gone to great pains for the welfare of her patients. One of her staff is a trained librarian and it is her business to see to it that there is an abundance of excellent books constantly circulating through the hospital. The nurses claim also, as providers for the sick, the right to forbid entrance into the hospital of literature that is morbid, wickedly exciting, or poisonous to the mind.

FEVERISH MINDS

They have found out by experience that many a patient spends a restless, feverish night in consequence of the bad reading of the day. They realize that books which poison the imagination, and inflame the passions, are bad for the body as well as for the soul. They explain this to their patients and constantly offer them good and noble reading, just as they do wholesome and nourishing food, so that no one has an excuse in their

hospital for complaining that mind is neglected and soul disregarded, while the body is being nursed to health. Here, as we have said, the superintendent allows herself her one pet extravagance. She never considers the price of books, nor hesitates to supply them in such abundance that the whole hospital overflows with them. When the patients carry them off she inwardly rejoices, just as she would if she saw one of them really relishing an excellent meal.

As we go about the hospital the superintendent and the others speak a great deal, and with much enthusiasm, about the spiritual and intellectual life of the hospital. It seems that they vie with one another in finding new and interesting ways of getting every one—patients, nurses, staff, interns—to relish good reading, to attend lectures and conferences, to cultivate an intellectual and spiritual life. The nurses make a great deal of learning to converse with others, so as tactfully and skilfully to introduce thoughts and suggestions which will be elevating and helpful. They exchange experiences, study the characters of their patients and practice assiduously the art of helpful conversation. The father or mother in the hospital, the young man or woman, is deliberately influenced for good by talk as well as by reading.

The superintendent goes to great trouble and spares no expense to secure frequent lectures, instructions, conferences, from the best and most highly qualified persons. One of the staff has special charge of this and

she has instructions to be most generous in paying the expenses of every one who comes to do this sort of service. Thus, no one has to suffer personal loss in coming to give conferences.

Besides the wonderful central library there is a large and beautiful auditorium in the hospital, where not only the hospital personnel and patients, but the friends and patrons of the hospital, and often the general public, are invited to these lectures, so that the hospital is really a seat of learning and inspiration for the whole city.

The charities dispensed by this hospital are proverbial throughout the city. No one is ever refused for want of means, and each year great numbers are received and cared for gratis. The social service of the hospital is splendidly organized, and rehabilitates many a broken life.

The actual expense of all this service is far more than met by the increased interest and friendliness of the public, and by the donations which come to the hospital in consequence. The weariness of hospital routine is alleviated by these intellectual and social features. Excellent entertainments are given frequently, and sometimes a charge is made for the benefit of some charity.

The superintendent takes an intense interest in the mental and spiritual life of the doctors and nurses. She not only supplies them abundantly with books and goes to trouble and expense in providing them with

lectures; she also uses every influence to stir up in the individual a personal zeal for piety and culture which in turn makes them active in the interests of the whole hospital.

No one who has ever come to the hospital to give a lecture or conduct a conference but feels himself drawn irresistibly to return again and again, and this not only because of the generous and unfailing donation which acknowledges such effort, but because of the spirit of responsiveness and appreciativeness that permeates the whole personnel. The intellect and the spirit are so predominant in the atmosphere of the hospital that it is refreshing to enter and a sorrow to depart.

Though they are so intensely interested in their own hospital and so loyal to it, the staff look upon their institution as only part of a great system and they cooperate actively and with much self-sacrifice with every worthy movement. The Hospital Association finds in them generous champions. They take a keen interest in other hospitals and visitors always find them the soul of charity.

WHOLEHEARTED ENCOURAGEMENT

The superintendent and the older nurses give their greatest care and effort to the encouragement and training of the younger ones. The talk in the staff room is full of frank gayety and kindness, but at the same time vivid with high ideals. There is a general

spirit of encouragement and appreciation. Whatever a young worker does which is worthy of approval, is tactfully noticed and praised by the older ones, and it is taken for granted that every one should have a specialty in view if he or she has capacity enough, and should develop talent to the utmost.

The education of the nurses is excellent. Each one completes her high school training before entering the school of nursing; she then becomes a graduate nurse and is at once encouraged to take up a specialty. The spiritual specialties are not neglected and some are trained, to supervise the intellectual and spiritual interests of the patients, nurses and staff, and some for dealing with the visitors who come to the hospital. There is a great zeal, withal, for true scientific perfection and advancement. The capabilities of each are carefully studied, and each one, so far as possible, is given the work for which she is most fit and zealous.

The business administration of the hospital is carried on with high efficiency. Every desirable labor-saving device and every working convenience is given to the nurses, so that they may not be too tired or too busy to attend to their spiritual and intellectual life, and to that of those under their care.

This hospital has a host of friends. Not only the charming culture of the staff but the genuine charity that breathes through all their activities enlists extraordinary cooperation. The workers experience indeed weariness and trouble. They have all the problems and

difficulties which are inseparable from hospital administration. But the rich intellectual life they lead, and the extraordinary spirit of encouragement and charity, make their burdens lighter. They feel at least that they are realizing a high ideal of service, and they have within themselves consolation, light, and peace.

The loveliest spot in the hospital is the chapel and it is there that all this intellectual and spiritual life culminates as in a focus of beauty and peace. If the rest of the hospital is beautiful, the chapel is exquisite in planning and adornment. It is spacious and comfortable and is visited all day long, not only by inmates of the hospital, but by many who come from sheer love of its beauty, and stay to pray.

The superintendent and her helpers love, indeed, whatever is noble and holy for the intelligence and the spirit. But they cultivate and cherish what is beautiful and worthy not for its own sake but because it leads to the Eternal Beauty to Whom they have consecrated their beings and their lives.

THE HOSPITAL AND THE HOME

The constantly increasing tendency among our American folk is to come to the hospital for treatment or diagnosis even in sicknesses which in former times were treated at home. In this way all the members of a family may from time to time become inmates in a hospital.

While they are patients there they offer exceptional opportunities to the hospital personnel to influence and help them for the better. This kindly aid may be given not only in what concerns their bodily health and vigor, but even more for their spiritual and social benefit. The ailment for which they come may be completely cured while they are at the hospital, and they may be discharged in general good health. But their home life and their general spiritual well-being are constantly capable of improvement. Through the influence of the hospital they may be instructed, helped, advised, and brought to take a greater interest in their own souls and the spiritual welfare of those dependent on them.

SPIRITUAL AND SOCIAL WORK

No one should say that this salutary instruction and influence is no business of the hospital. Hospitals exist

no less for the benefit of the soul than of the body. In point of fact, our good Sisters are often consoled for their sacrifices and labors in the hospital chiefly by the fruit they see, and the still greater fruit they can conjecture, which comes to the souls of those who are ministered to within their walls.

A greater objection to widening the activities of the hospital in this regard is to be found in the fact that the mere bodily care of patients demands so much effort and energy that systematic measures for their spiritual and social care are difficult to manage. But even from the viewpoint of the hospital itself it is amply worth while to attend to these latter activities. While the perfect physical care of patients redounds greatly to the credit and benefit of the hospital, their spiritual care brings it almost as much advantage.

This is especially true of those hospital activities in spiritual and social work for patients, directed to the improvement of the home. The atmosphere of homes, is of paramount importance in fostering and encouraging vocations. Therefore, hospitals which strive to have an influence on the homes of their patients through religious and social work, are promoting their own best interests by securing for themselves in the future, more devoted labors in the ranks of their own Sisterhoods.

THE HOME AND VOCATIONS

Of all the means of fostering vocations, the most effective, perhaps, is that of encouraging in our homes a

supernatural spirit of fervor and self-sacrifice which will give children who are called by God to the religious life, the requisite dispositions of mind and heart to answer to that call. God always does His part in giving grace and opportunity to all of those whom He wishes to enter religion. It is the weakness of the human will which hinders the following of vocations, and this weakness is most often brought about by worldliness and by the lack of that spirit of self-sacrifice which alone can serve as an effective counterpoise to the selfishness and self-seeking of the human heart.

Such a spirit of self-sacrifice and of supernatural faith and devotion can best be cultivated in the home. Even our schools often strive in vain to inculcate this spirit in their pupils, if their efforts are counterbalanced by unworthy conditions in the homes from which those pupils come. Homes without good reading, good conversation, or religious atmosphere, are effective hot-beds of worldliness. Although their children may not go far astray and may keep in communion with the Church and remain faithful to her teaching, still they will hardly have the courage and the deep realization of their faith required to induce them to leave all and follow Christ.

MAKING FRIENDS FOR THE HOSPITAL

Even in the case of those who have no religious vocation, the hospital will consult its own great interests

as well as the general interests of the Church, in striving to make them more fervent and to strengthen the good atmosphere of their homes. There is a continual reaction between the hospital and the patient. Those patients who have been influenced for the better in their religious life, feel more lively gratitude to the hospital and are more certain to patronize it again when they next have occasion for diagnosis or treatment. They will be more generous in responding to appeals for funds or other cooperation to improve the hospital. In a word, the better they become, through the hospital, the better friends they will be, of the hospital itself.

When one considers the general interests of the Church, the preciousness of the hospital's influence on the home becomes even more evident. We live in a time when homes are at a decided disadvantage. They are invaded by worldliness in insidious forms. Commercialized amusements of a dubious character, villainous literature, too great liberty of conduct, play havoc with many homes. The hospital can counteract these things to a certain degree by its influence. Indeed it has a much greater potency in this regard than many workers in hospitals seem to realize.

True, patients in hospitals who are struggling for life, who come to the rooms or the wards prostrated with disease, or in immediate need of an operation, are not fit subjects for very extended instruction. They may be brought back to their duties and indeed be in excellent disposition for this sort of religious

influence, but that stage of their hospital experience does not lend itself to much social or religious activity.

THE INTERESTED PATIENT

We must remember that only a certain group of hospital patients are in this immediate stress or danger. There are always a considerable number who have passed the crisis of their disease, or are recovering from their operations, and who actually crave for some form of interest and occupation. They will listen to whatever the nurse suggests in the way of social or religious betterment. They will read whatever is given them and remember it because it is in some way linked with the memorable experience of their convalescence. They are more impressionable than at other times, are more docile, and they have, besides, the added incentive which comes from their realization that God has been good to them in bringing them safely through their illness or operation.

Some definite measures are, of course, required to take advantage of this opportunity. To help patients effectively in their social and religious life, and especially in their home atmosphere, distinct effort is needed. Yet when once this branch of hospital service has been organized, it will go as smoothly as any other department and require much less extra activity than the introduction of a new department in any other line. Nurses are continually talking with convalescent patients. It only needs some definite purpose on their

part, with tact and prudence in making suggestions, to enable them to prepare the patient for more effective spiritual and social action when his hospital days are over.

THE INFLUENCE OF BOOKS

A copious supply of the right sort of books will play a prominent part in this effort. Good books should, we repeat, be convenient everywhere in the hospital. The convalescents will be reading, and it rests in large measure with the hospital authorities to determine just what books will be chiefly read. They may promote an interest in certain books by supplying them abundantly. Generally speaking, the patient will read whatever is nearest at hand if it is reasonably attractive. By putting in his way just at the right time and in the right place, the sort of books you wish him to peruse, you may be sure he will look at them.

A book is its own silent recommendation. Merely to bring a book into the patient's room and leave it on his table is to invite him to read it. The book speaks for itself. A great part of promoting good reading is the mere physical effort of getting the right book in the right place at the right time, just as a great part of practical dietetics is supplying the right food under the right circumstances. The supervision of this systematic circulation of the right book should be entrusted to some definite person, but every one can share in the

work. It will be well to have some one chiefly responsible, to ensure perseverance.

SUPPLEMENTING PHYSICAL SERVICES

Book lists may also be given to patients and they may be impressed in every-day conversation with the need of having well selected libraries in their own homes. This one thing will go far toward promoting a good atmosphere. Besides, the hospital personnel and especially those who have to do directly with the sick, will do well to keep in mind the influence their remarks may have upon the patients in the way of encouraging them in their religious duties and interesting them in the atmosphere of their homes in general. This may be done in the course of ordinary conversation. From the fulness of the heart, the mouth speaketh, and those hospital workers who have thought about conditions in homes and are zealous for the spiritual welfare and social progress of the patient, will not find it difficult to make the proper remarks at the right time.

In the multiplicity of hospital organization, it is profitable to call attention from time to time to these important activities which otherwise might run some risk of being relatively neglected. The bodily care of the patient is the hospital's first responsibility and must be attended to by all means. Yet these social and religious influences beautifully supplement the corporal work of mercy, of nursing the sick. They offer to hospital workers a certain relief from sometimes wearisome

preoccupations with the poor, suffering body in their care. They form a spiritual work of mercy; one very pleasing in the sight of Him to whose principles and service our hospitals are dedicated. They bless like Portia's quality of mercy, both him who gives and him who takes.

THE MOTHER IN THE HOSPITAL

In previous pages we called attention in general to the opportunity offered the hospital for exerting influence on the home, and to the importance of this work not only to the hospital itself but to society as well. To formulate and particularize this opportunity will, we trust, be a true service to those in charge of hospitals. Let us proceed then, leaving to each experienced worker the application of these suggestions in cases which may arise.

Let us begin with the mother who enters the hospital for diagnosis, treatment, or operation. She is suddenly transferred from the familiar and dear surroundings of her own household to the unusual environment of a hospital room or ward. At first the acuteness of her disease or the shock of the operation may take her mind from her family, but certainly as her condition returns to normal her natural interests in her own home will bring her thoughts back to the little circle she has left there.

Let us presume that until now she has done the best she knows how for her home and her family. She has striven for the right upbringing of her children and has tried to give them the best advantages in her power. Separated from them now, except for their brief visits,

she is in a position to view more objectively her task and their requirements.

Details of her family life stand out vividly in her memory. She can call herself to an accounting if she wishes, determine what defects there have been in the past, and what new measures she should take in the future. The chastening influence of sickness will incline her to regret the gaps in her previous home life, if only she can see and recognize them.

She will, besides, be grateful to any one of the Doctors or nurses who will take enough interest in her personal affairs to chat sympathetically with her about them, and show a concern for herself and her family. This feeling, too, is natural, and it may be profitably utilized to bring into the conversation some suggestions about home life and its problems and opportunities, which arise from the occasion and are pleasantly introduced.

SOME GENERAL SUGGESTIONS

What form shall these suggestions take? The nurse may well object that she is not qualified to give counsel in such important matters. The mother has more experience with the problems of her own home than the nurse, and if she has not been able to discover means of improving its atmosphere, what likelihood is there that an outsider could assist her to do so?

The answer to this difficulty is relatively simple. Certain general suggestions may be formulated beforehand, which will always be profitable when made

tactfully and opportunely. By keeping these points in mind when chatting with a patient, the nurses will not fail to have a good influence. Besides, it is commonly true that even the things which we know, acquire a double significance and emphasis when suggested to us by some one else. Though the mother herself may already have thought of many things now brought to her attention anew, this added emphasis will help her to make resolutions. It is the will rather than memory or intelligence which often needs to be moved or strengthened, and repeated and tactful suggestions of measures and motives tend powerfully to this influence.

What are some of those suggestions which are almost universally helpful to a mother? Let us consider the present state of the home and the needs which are most outstanding to the careful observer. Every age has its good characteristics. Among those of our time are activity, interest, and a tendency to push forward. A certain degree of ambition for self-improvement and the improvement of her family is natural to the mother of today. But she herself, and her home as well, may be affected also with some of the unfavorable attitudes of the time. We shall briefly analyze these, to point out those suggestions tending toward their correction, which may be made to the mother.

PLENTIFUL SUPPLY OF GOOD BOOKS

We surely shall be pardoned for emphasizing once more the great importance in the home of a generous supply of good books.

Strange, that we remain so long oblivious to the immense influence of what our patients read. From the standpoint of instruction in belief and principles, it is supremely necessary to encourage their interest in the right manner of books.

The subject of reading lends itself admirably to conversation. "Mrs. So and So, have you ever read a book on ..... by .....?" is a formula of question which will not give offense to any one but is sure to open up some profitable avenues of chat. If the nurse mentions a book which she herself has read with pleasure and profit, her personal interest will be contagious. Perhaps the patient will say "I should like to see that book." At any event, the offer to bring it to the sick-room will probably be gratefully received. If the nurse can find time to read to the patient a few passages from the most interesting chapters, this may awaken the desire to read more.

Once the subject of reading has been introduced, it may be tactfully carried forward in successive conversations. "We were speaking yesterday about reading. Isn't it a wonderful influence for young people?" Then may follow some remarks on the necessity of good books in the home. The patient will join in and assent, perhaps offering further observations of her own about the need and usefulness, and, alas, the too frequent lack of good reading in homes. Very probably she will speak of her own shortcomings in the matter of providing good books for her children, and will inquire about

the sort of books a mother should buy. She will welcome suggested lists of books and when she goes home cured, one of her first preoccupations may be to buy some volumes for her own home library.

If the patient moreover sees about her in the hospital a generous supply of good books, ever ready in the rooms and wards, this object lesson will emphasize the suggestion made to her. The simple principle that the way to promote good reading is to see that the right books are in the right place at the right time, so that good reading may be more convenient than any other kind, should be emphasized to the mother by both precept and example. Once she has grasped this fact and applied it to her own home, she will be on the way to encouraging her family in good reading.

OTHER TOPICS OF INTEREST

The same quiet method of suggestion and example will be effective in helping the mother to improve the hygienic condition of her home. Dropping into a patient's room, the nurse may very well direct the conversation to some tactful suggestions about food, sanitary conditions, the care of children, and so on. Facts which are quite familiar to a trained nurse would sometimes be invaluable to the mother of a family. The general principles of a balance of rations, for example, are unknown to many mothers. The advantages of giving children whole-wheat bread, abundant fruit, milk which is certainly pure and wholesome, and

so on, will form a topic of conversation both interesting and practical. The rational care of health would prevent much misery and inefficiency among mothers and their families. By choosing such topics of conversation, the nurse can give solid service to the mother and to her home.

The religious atmosphere of the home is another topic worth some study on the part of those who can influence mothers. The talk of the home may be worldly, full of the spirit of criticism of authority, trivial, and uncharitable, or it may be sound, sensible, edifying, and full of interest in higher things. The mother can determine to a real extent what the talk of her family circle shall be. If those who deal with her in the hospital introduce on some fit occasion the topic of what manner of talk is common in homes, they will do a service to the patient and to her family.

There is no need in such a case, of making particular applications. The mother is so interested in her own home, especially when separated from it by a forced residence in the hospital, that she will make her own applications. Merely to call the subject to her mind will be a sufficient service. A few words from a nurse will sometimes begin a train of thought in the mind of the patient which will develop and fructify in good resolutions during the quiet and sometimes tedious hours of hospital convalescence.

Much of this work is already being done in our hospitals. The nurses, out of their own goodness of

heart and interest in their patients, do often bring in such useful subjects as we have mentioned, to the great benefit of those with whom they converse. It would be extremely useful, however, to call more special attention to this form of influence in the hospital, so as to encourage hospital workers to systematize and increase their tactful efforts.

THOUGHTS OF PERSONAL PIETY

The personal piety of the patient may also be notably increased by a little skilful influence on the part of the nurse. Patients are especially susceptible of such good influence, for illness softens the heart and brings the other world closer to one's thought. A little study will show each individual how she can best undertake this personal edification. There are some supervisors who practise the delightful charity of making an evening visit to all the patients on their floor, making with them an evening act of perfect love and sorrow:

"Oh my God, I love You with all my heart for Your own sake, because You are so good in Yourself and so worthy of all my love, and I am sorry for all my sins because they have offended You," is a brief form for the act of perfect love and sorrow, which makes a charming evening prayer for the sick. If they learn to recite it each evening while at the hospital, they may continue the practise all through life to the great profit of their souls, since no act is more meritorious or fruitful. Indeed, the nurse who has thus prayed with

them each evening may well suggest toward the end of their convalescence, "I should be glad if you would say this prayer every evening of your life." Most patients will be in the mood to resolve to do so.

SOURCES OF CONVERSATION

The mother in the hospital is grateful, too, for any mention of her children at home, and any interested inquiry about their welfare. Her own heart is naturally busy with her little ones and she will willingly talk about them. Tactful suggestions about the upbringing of children in this difficult age will be of help to her, and even where the nurse does not feel qualified to enter into any details on the subject, the mere fact that she shows a great appreciation of the dignity of motherhood and its solemn duties, will help the mother herself to realize more vividly her own opportunities and responsibilities.

We might mention many other subjects which may naturally be brought up in the course of sick-room conversations. If the family in question is in unfavorable social conditions or has some special problems which cry for solution, the mother will sometimes mention them, hoping perhaps to receive some counsel and help. Where the hospital worker herself does not feel capable of giving a solution, she can call a social worker to her aid or ask some competent person who is passing through the hospital to visit the patient for a moment and give her some salutary advice. Hospital workers seem not to realize at times how willing any one with

normal sympathies must be to help the sick and distressed. They should not hesitate to ask for counsel and aid when one with the wisdom or experience to help some under-advantaged patient, visits the hospital.

SOW THE SEED IN PASSING

It may occur to some who read these suggestions, that there is ordinarily no time in a hospital for such beneficent influence. Yet what nurse is there whose work brings her into direct contact with mothers in the hospital, and who cannot find time at least occasionally during the day to say a few words on one or another of the subjects which we have mentioned, as she passes from room to room? Long conferences are not required in such matters. It is enough to say a few earnest and sincere words which will start a train of thought running through the mother's mind as she rests silently in her room or ward.

True, for some of these good suggestions the nurse must make special efforts to qualify herself to say the right thing just when the occasion offers itself. "From the fulness of the heart the mouth speaketh." She must fill her heart with true interest and concern for the mother and her home. She must put herself in the place of the mother, sympathize with her difficulties, perplexities, and trials, and entering into her situation try to make the remarks and give the suggestions which will be timely and fruitful in her particular case.

But this very effort to sympathize with and understand the needs of her patient in her own heart and her own home, will be an excellent exercise for the personal goodness and charity of the hospital worker. Is there not a danger that under the material stress of hospital work the soul and the heart may be somewhat lost sight of and neglected? To care for the body is so engrossing and interesting an occupation that unless workers in hospitals make some particular effort to contemplate and reverence the soul and heart of their patients, their sublime work of nursing the sick may lose half of its merit and significance.

The very fact that the hospital worker is constantly and quietly interested in the improvement of the mother and of her home, will breed in her own heart more of the spirit of piety and charity which makes glorious the slightest ministration to the suffering, for the love of God.

THE FATHER IN THE HOSPITAL

The mature man who comes to the hospital as a patient has sometimes quite an impressive if not a bewildering experience. He has been accustomed to dominate, let us say, in the little world in which he moves. As the father of the family, he regulates at least the financial affairs of his home. As partner or owner of a business he naturally exercises authority over its affairs. Perhaps he has enjoyed rugged health for many years until a sudden attack of appendicitis prostrated him and sent him whirling in an ambulance to have that offending member summarily excised. Perhaps he had not spend a day in bed for years until his heavy cold suddenly threatened pneumonia and he was packed off to lie abed and rest under observation.

He finds himself suddenly bedridden and helpless, in some apprehension as to what turn the disease may take. He is in a strange world which he does not understand. His horizon has suddenly narrowed from the world of business and such society as he frequented to the four walls of a hospital room. He, who rather lorded it over his employees, must now submit meekly to the bidding of the nurse and the doctor. When the nurse says, "Open please," he meekly receives the queer little thermometer and keeps it gingerly between

his lips until she takes it out to read the enigmatic figures. He follows her with his eyes and wishes he knew what she is thinking about his condition.

If the nurse makes any remark to him, he pricks up his ears with pathetic attention for fear he should miss something that he ought to know about his own condition. If she merely informs him that it is a nice day or that it is probably going to rain, although he is duly grateful for the information, he turns it over in his mind as though he were trying to find some connection between that remark and the way he feels.

IN A NEW WORLD

Everything is rather new to him. He is so inexperienced in this world of the hospital and everybody else seems to be so much at home there. The nurse knows just what to do, he supposes, in almost any emergency. The doctor who feels his pulse and talks in low tones to the nurse about his condition becomes suddenly a most important figure, a symbol of knowledge and authority. He is surprised at himself to find how docile he is to what is told him and if he does rebel against any instruction or command, it is with the uneasy feeling that he is a fool not to do everything they tell him because after all they have all the experience and he knows nothing about the matter.

This attitude of sudden docility and helplessness, which lays a strong man low and puts him into a child-like dependence on others, is a more favorable oppor-

tunity for hospital workers rightly to influence and help the father of a family than they themselves seem to appreciate. The very reaction from the shock and surprise of a sudden sickness softens a man's heart. True, these men patients, like all others, are incapable of very much reflection and thought at the critical stage of their disease or during the time immediately preceding or following their operation. But during the period of convalescence when they are slowly approaching normal again, they offer a true opportunity for good influence which hospital workers would do ill to disregard or forget.

The father of a family is not so prone as the mother is, to let his thoughts constantly revert to his home and his family cares. Business and business interests are likely to take up a goodly share of his convalescent thoughts. An amusing story was told us long ago of a close-fisted but successful financier, who was suddenly carried off to the hospital for an emergency operation. Just before he was taken out of his room to be put on the operating table, he seized the telephone and called up his office. "How is such and such a stock going now?" he inquired of his astonished secretary. "The market is rising," was the answer. "Buy a hundred shares," said the sick financier, "and hold them until I call you up again." The secretary did as he was told, the financier was put under the anaesthetic and the operation duly performed. No sooner had the patient recovered the use of his faculties, when he insisted on

calling up his office again. "How is that stock going now?" he inquired of his secretary. "It has risen ten points since you called before." "Well, sell it out, and take the profit," said the financier from his pillows, putting away the receiver. "I made enough on that stock while I was under the ether," he said to the nurse at his side, "to pay for the whole expenses of that operation."

THOUGHTS OF HOME

This is, no doubt, an exceptional instance, yet how many a business man has found his thoughts running on his affairs even at such crises as the one we have mentioned. Yet, thoughts of home and family do, also, mingle with the cares of trade and absence makes the father's heart grow fonder to those whom he left at home. The zeal and tact of the hospital worker may, therefore, very well be exercised, upon the father of the family who has become a hospital patient. He needs a somewhat different method of approach than does the mother-patient but he will be almost equally responsive to good suggestions and influences. Perhaps his own responsibility for his children has not fully come home to him. It may be he has left to the mother too large a share in caring for the training of his offspring. The interested inquiries and remarks of a hospital worker may help him to realize more keenly what he should have done and what he still has to do to promote the interests of his home.

It is true, that in dealing with the father-patient the nurse will have to exercise even more tact and prudence than with her female charges. And she will find it more difficult to know just what to say for his benefit. There are some reflections, however, which will encourage her zealous effort. To begin with, men are more susceptible to good and religious influences than may at first appear. Not long ago a very shrewd observer, remarked to us, that, especially in our time, men are increasingly inclined to piety and religious observance if only they are rightly dealt with. A rugged exterior and even rude manners sometimes go with a very soft and gentle heart. If men were given more credit for the religious inclinations which they really possess, those who deal with them in a hospital would be much more willing and eager to speak to them on what concerns their spiritual and intellectual interests.

Besides, there are many subjects which are entirely the mutual possession both of men and women. What we have said about the usefulness and necessity of good reading, applies as well to the father of the family as to the mother. Indeed, sometimes, the father can the more readily be interested in buying an adequate supply of books for his young people. He has seen in business life the advantages of being well read and a fluent and well-informed speaker. He controls, moreover, the purse strings and if he can be convinced that spending money on books is a good investment he has the money to spend.

The responsibility of the father for his wife and children, his headship of the family, may also be tactfully brought to his attention by the remarks of hospital workers during his patient days. The very fact that he sees that they are interested in him from the standpoint of the head of the family and that they think highly of his opportunities and responsibilities, will, in itself, stimulate him to consider more closely whether he is doing his duty as the father of the family. Many men put too much responsibility upon their wives in the matter of bringing up children and this tendency on their part is rather encouraged by social workers and other professional people who speak much of the mother's duty and responsibilities to the children and little of the father's share in their education. Mother and father have both their obligations and if the mother is left alone and unsupported in the task of training her little ones, they will be likely to lack what only a father can give in the way of firm direction and authoritative control.

THE FATHERS' RESPONSIBILITY

The prevalent weakness of parental government may be responsible for some of the wildness of modern youth which sometimes shocks and distresses social observers of today. A father does wrong both to himself and to his family when he surrenders his rightful authority over his children. Some interested inquiries on the part of the hospital worker about the patient's

family may open the way to a talk about the responsibilities of fathers. The hospital worker need not be able to make detailed suggestions. The father himself has common sense enough to know what he should do for his children. What he needs very often is rather to have his conscience aroused to his own responsibilities, and if he sees that the hospital worker has a high opinion of the duties of a father and expects much from him this very fact will help to convince him that he himself should be more diligent in looking after his children.

The hospital worker can also effectively influence the father of the family to a greater considerateness for his wife and a greater helpfulness to her in her difficult and trying duties. This suggestion can be conveyed to him without very many words by tactful remarks which rather set him thinking for himself than draw him into a discussion on the subject. The power of the hospital worker to start trains of thought in the minds of her patients is very great and little appreciated. If, when she enters the room, to do some service, she makes some vapid remarks about the weather, that easy but threadbare topic, the mind of the patient will not be notably benefited. But if she spends a few moments in asking about his wife, when she is coming next to pay him a visit, and then concludes with a few words which express her own pleasure at seeing a man and his wife devoted to each other and mutually helpful in bearing their respective burdens, her earnest expressions may set

the man thinking about the relation between himself and his helpmate and may be the occasion of good resolutions for the future.

CHARACTER AND CONVICTIONS

In this as in so many other aspects of the hospital apostolate, it is the personal character and convictions of the hospital worker which insensibly communicate themselves to the patient. A light-minded person, who never reads nor reflects, who has no particular convictions and whose faith and hope are very dim, may pass days in the hospital dealing intimately with the patients and never give them any worthy thoughts or profitable suggestions. Her remarks are all as trivial as her thoughts. She does not take any interest in the souls of her patients but looks on them merely as the objects of her day's work, by which she gains a livelihood. From the spiritual side her influence is nil and when she does talk with the patients she tires them and leaves them with a blank feeling of having heard much and learned nothing.

The nurse, on the other hand, who has a deep and pure personal character, whose religion is to her a matter of daily and hourly exercise of charity toward God and man, is constantly scattering about her, while hardly aware of it, thoughts and convictions which find root in the hearts of her patients because they come living from her own warm and true heart. Her viewpoint of life is sound and sincere. She is interested

in her patients as human beings possessed of a soul and a mind as well as of a body and limbs. When she speaks to them, though only for an instant, they seem to catch a glimpse of something beautiful and true. The very atmosphere which emanates from her is one of supernatural goodness and gentleness. She is tactful and she does not weary the sick with long disquisitions. She does not appear to preach or sermonize. She has no need to do so if she herself is a living sermon, an example of faith, hope, and charity lived out with unobtrusive fidelity in every thought and word and action of the long and laborious day which she spends for the love of God in ministering to His afflicted brethren.

The doctor in the hospital can exercise a similar apostolate and his influence is especially salutary and often especially needed for the father of a family. Speaking as man to man he can be much more direct in his counsels and suggestions than can the nurse and he has more authority because the father-patient looks to him as to one who has had experience of the ways of men and who can speak of his own knowledge. Doctors, with their intimate acquaintance with many aspects of their patients' family life, see mistakes to be corrected, wrongs to be righted, deficiencies to be supplied, which the father of the family can best attend to. A few words of sensible advice and suggestions from the doctor to his father-patient may set a whole family on the right track and be the means of good even to gen-

erations yet unborn. The influence of all the professions should be for the lifting up and ennobling of family life. The doctor in particular should take a personal and practical interest in the family welfare of his patients. It is pitiful and calamitous to see a doctor with his responsibilities and knowledge actually encouraging his patients to courses of action which lower or destroy the tone of their family circle. It is a happy and excellent exercise of the doctor's influence to lift up the family to a higher life both social and religious and to awaken the father of the family to his own responsibilities in the matter of ruling his family well.

Those who enter the hospital as social workers or as kindly visitors to the sick should also be reminded of the charity and interest which they owe to the father-patients. The mother in the hospital and in the home is likely to be much more of an object of sympathy and interest than the father. She has in fact a much greater share of the work and trials of the home but while giving her all due attention and help the father's interest should not be neglected. It requires generally both a good father and a good mother to make the ideal atmosphere of a home.

THE YOUNG FOLK IN THE HOSPITAL

So soon as a patient enters the hospital he or she becomes at once an object of care and solicitude for all the hospital workers. First, of course, from the standpoint of bodily welfare and secondly, but very truly, from that of the mind and the soul. It is the whole human being who comes to the hospital, not the ailing body only, but the mind, the heart, and all that goes to make up a human personality. The interrelations of mind with flesh and of bodily health with health of the spirit are so close, subtle, and delicate, that the one must be taken account of if adequate care is to be given to the other.

It is the whole human being who forms the object of the hospital's solicitude. It would be most incongruous not to say inexpedient to feed and nourish the body and nurse it back to health and to have no care to nourish and heal the mind and the heart in case they are in need of such ministrations.

In point of fact, as experience amply shows, it almost never happens that the patient is quite free of some spiritual or mental need which the hospital can supply. Often, indeed, the bodily ailment is in some way intimately connected with the spiritual or mental lack which either causes the illness or is caused thereby. In

any event, because of the imperfections of human nature and because men and women can be helped and perfected by the ministrations of others, the intelligent and well-instructed hospital worker will always find something to do for the spiritual and mental benefit of the patients who come under her charge.

We have dealt with the opportunities offered by the mothers who come to the hospital for diagnosis, treatment, or operation. What we have said of them may be applied with some changes to other classes of persons. But it will be profitable to make some reflections in detail upon the others who enter the hospital. Let us take up as our present subject the ministrations of hospital workers in behalf of the spiritual and mental needs of young men and young women who come as patients to the hospital.

APPEALING YOUTH

There is in youth something particularly touching and appealing. The girl who has just come to the age of maturity and has all her life before her, merits and repays a special interest and care on the part of hospital workers. She is still "standing with reluctant feet, where the brook and river meet, maidenhood and childhood sweet." She has probably not yet determined what sphere of womanhood's activities she shall choose for her own. The joy of life stirs within her; innocence and hope are both strong in her heart. She has a whole life to invest and she is bewildered sometimes at the

thought of how she shall bestow her powers and opportunities. She is only vaguely conscious of the sorrows and temptations, the trials and disappointments which are the lot of the older woman. She will immensely repay any guidance or inspiration given to her now when her feet are still pausing at the threshold of life's mansion, when her days are as yet young and unspoiled and her ideals may still be kept clear and pure.

These reflections should stir all workers in the hospital to a particular interest in and solicitude for the young women who come as patients under their care. It is true that the young do not find such frequent occasion to become inmates of hospitals as the old. Yet for one reason or another, a fair number of young women do enter the hospital year by year. It should be the joy and consolation of hospital workers to do as much as possible for them in the way not only of restoring their bodily vigor but of helping their mind, heart, and soul.

The opportunity given hospital workers to help young women in this way is the more precious because of the changed status of young womanhood in our time. Few aspects of the economic revolution which has taken place in the last century are more striking than the difference in circumstances of girls and young women which has been brought about by modern social development. Time was, not so very long ago, when the cloister and the hearth summed up almost entirely the opportunities and spheres of action of young womanhood. If a girl

did not marry or enter the cloister, she had little scope for her activities except to remain a companion to her married sister or to become a teacher of children on a small scale, or perhaps, in a very exceptional case, a writer or an artist.

In those days, too, girls and women led a much more sheltered and protected existence. They were never brought in contact, many of them, with the rude realities of existence or with the struggle for livelihood. Their sphere was the home and home in those days was a reality, a sheltered circle. Modern life had not destroyed to so great a degree as now, the intimate and protected family circle. There was not so much need then for special solicitude and care in behalf of young women. Today, however, the problems of young women very closely resemble those of their brothers. Without any more natural good sense nor strength of character, than their sisters of old times, they are thrown into much more difficult circumstances and problems. Whatever we can do for them to straighten their ideals and fortify them against the coarsening influences of present-day life will be a precious service to them and to society. The hospital worker should find inspiration in this thought to do everything possible for the young women patients.

THE DRAWBACKS OF FREEDOM

Though there are undoubted good results, from the modern freedom of young women, there are also serious

disadvantages which everyone can see. A certain coarseness has come into modern life, a lowering of standards of conduct, a disregard for the dignity of womanhood, which women themselves should be the first to resent and fear. The young woman of today should find in her religion an extraordinary means of personal refinement and purity, an antidote against the evil influences of the time, a guide of conduct through perplexing difficulties which arise from the lowered standards of today.

One of the greatest services, therefore, hospital workers can render to the young woman, who falls under their care, is to intensify in her a love for religion, to stir up in her heart a desire to know that faith more intimately and to live it out in practice more faithfully. Keeping this ever in mind the nurse or the doctor can do much apostolic work in dealing with the young woman patient.

Here, as in so many other phases of hospital work, the workers themselves seem often so little conscious of their own influence and power over patients. The young woman in the hospital is especially open to suggestions and guidance from those about her. She is at the bidding of the nurses. She watches them with interest and their religious or professional character impresses her. At the acute crisis of her operation or illness, she can not pay much attention to anything outside her own immediate experiences, but during the days of convalescence and between the crises of her sickness,

she watches and listens with unconscious attention to everything that nurse may say or do to her. The hospital worker, who is deeply interested in young people, who has thought of their problems and sympathizes with their aspirations, can by a few zealous words often do much to help them. In a sense, the hospital worker, is likely to know more of life in general, of its pitfalls and perplexities than the young-woman patient can. Speaking to her of her own problems and possibilities, the hospital worker can raise her ideals, stir up her desire to know more of her religion, bring to her a deeper realization of the meaning of that religious teaching which young people sometimes believe so firmly and realize and live up to so inadequately.

What we have said before about interesting mothers in good reading applies with emphasis to young women as well. They also should be surrounded with excellent books. The nurse should introduce from time to time the subject of good reading. When the patient is able to read for herself, she should be offered at least every few days some attractive and interesting books to look over.

In conversation with the young-women patients, hospital workers will also readily discover other wants and needs which they can, in a measure, supply. Sometimes their patients will show evidently enough a want of interest in their religion, worldly ideas, low standards of conduct. With tact and charity the nurse or doctor can often counteract and help to uproot these false

ideals in friendly talk. It does not need long exhortations to do this. In the quiet of the sickroom, the patient will often think for hours over some pregnant phrase uttered by those about her. A few moments' talk full of the savor of personal conviction will often do a world of good to the soul of the patient.

The subject of vocation in its broadest sense is one which most suitably enters into the talk of hospital workers with their young-women patients. Every young woman looks instinctively to the future and experiences at times some perplexity as to how she had best invest that treasure of youth, innocence, opportunity, of which she finds herself possessed in the fresh morning of her life. Three great spheres open before young women. For the greater number the state of matrimony is the desired field in which they will serve God and save their soul. Others still are suited for virginity in the world, though this is an exceptional and in a way difficult life of sanctity and service. Others still, and these are the chosen among the children of God, experience the inward stirrings of grace which, joined with outward fitness, constitute a religious vocation. When hospital workers have become familiar with their patients' character and good qualities they can sometimes recognize a particular aptitude for this or the other sphere of life. When this happens they can render a real service to the patient by tactfully and prudently talking over the various callings of young women and by expressing the ideals and aspira-

tions which the Church puts before all her daughters, whether they serve God in the married state, in virginity in the world, or in the religious life.

THE MOMENTOUS CHOOSING

The mere fact that the young woman realizes the interest that those about her feel in her future and the esteem which they honestly entertain for her opportunities to serve God and help her neighbor will be an encouragement to her to take her own destiny and choice seriously. It would be imprudent generally for the hospital worker to urge or impel the young woman to the religious life or to any other definite choice. But talks which emphasize for the patient the seriousness and significance of her choice of a state of life and which refresh in her mind the great ideals and principles which our holy faith offers to young people in deciding their work in the world will be precious to the girl herself and most meritorious to those who thus help her to choose wisely and reasonably.

The prudent, well instructed, and zealous hospital workers, will, besides, find many other means of helping and instructing the young-woman patient. Mindful of their own younger days, they can recall quite vividly what they would have wished to hear from others at that time of critical decision, what counsel they would have prized, what fruit of experience of others they would have profited by. A woman talking to another woman, younger than she, perhaps, and with less

experience and opportunity, can find in the treasures of her own heart, much to give that is precious and salutary. Where she has learned by experience that young women in general are likely to err, there she will especially apply her gentle remedies of counsel and instruction. How many young people nowadays, to take one example, marry in haste, to repent at leisure! How many look lightly upon the solemn responsibilities and vows of married life. How many taint their minds and coarsen their sensibilities with cheap and evil books and magazines. How many run carelessly into various dangers of evil amusements, bad associations, worldly principles, and so on through the long catalogue of modern and ancient dangers which beset the young.

The hospital worker who is tactful as well as zealous will find many occasions for speaking of these things. She will avoid like a plague any appearance of sermonizing. Her remarks will be off-hand, timely, suggested by the circumstances of the moment. She will plant skilfully the seeds of little words of reminder and encouragement which will spring up and fructify from the good soil into which they are thrown. She will speak of personal culture, of a fine taste for reading, of the great masterpieces of art, in a way which will stimulate the natural ambition for self-improvement which always lies hidden in the heart of the young. She will give counsel about personal health, even, and good habits which will come with more grace and authority

from one who has devoted her life to ministering to the needs of others. One need hardly add that much of what we have suggested for the father, the mother and the young woman in the hospital will be helpful also in dealing with the young man patient.

All this, some one may say, requires too much effort on the part of the hospital workers, who are already overburdened with the necessary ministrations to the bodily needs of others. Yet, when one considers, the actual expenditure of time or energy is not very great. When passing in or out of the room of a patient on some necessary errand, one can at the same time leave behind an agreeable book or can pause for a few words of interested talk on some subject of real importance and benefit.

If the encouragement of good reading requires special effort to acquaint one's self with what is best in literature, to secure a great abundance of good books in a hospital and to keep them in circulation, these things after all are necessary in any event, and should be part of the regular activity of the hospital worker.

What is needed to accomplish all that we have described is rather an attitude of mind, a prevailing and persistent interest in the spiritual and mental needs of the patient, a habit of remembering to say the right word in due season, a custom of meditating upon others' interests and especially upon those of the patients entrusted to our care. These things will enrich the life of the hospital worker herself. They will sweeten

the tedious and distasteful toils which hospital work sometimes entails. They will ennoble and sanctify the one who gives them no less than her who takes. This is a quality of all true charity, it blesses both the giver and receiver in heart no less than in soul.

THE FUNCTION OF BOOKS IN THE HOSPITAL

When we consider books from various viewpoints, the world of books is as various as human life itself. "Dreams, books," says Wordsworth, in an often-quoted distich, "are each a world, and books we know, are a substantial world, both pure and good." The poet was thinking when he wrote the lines of worthy books, which are indeed a pure and good world of inspiration, thought, and cheer. The best of human nature, its most precious lore, its most sublime ideals, the splendor of its imagination, the glories of its history, the wonders of its science, all the flower and fruit of human thought and will lie preserved in the noblest language between the covers of worthy books.

In these books we have the quintessence of the finest thoughts of the greatest souls. Even through conversation with great men, even in their most familiar intercourse and exchange of thought and impressions, we could not learn so much from them, nor so excellently, as we can by reading their books. We remember very vividly the account which an old, old lady once gave of her meeting with a great writer in the days gone by. She had read his books and had been charmed by them. He was her favorite author and she was in the fine flush of maidenly enthusiasm. Imagine, then, with what

pleasurable anticipation, she looked forward to the meeting which was to take place at the house of a mutual friend. How inspiring his conversation would be, when his books were so delightful! But when the enthusiastic girl actually met the eminent writer she was profoundly disappointed. There he sat, after the first introduction, apparently in a brown study, now looking into the open fire, now contemplating his shoes, with a far-away look. She had to do all the talking and he said never a word that was worth remembering afterwards. He had put all the flower of his mind into his books and had nothing to spare for conversation.

What a marvelous invention it is, this discovery of writing which has preserved for us, imperishably, so many wonderful thoughts from such remote and misty antiquity. We may read the books of yesterday and the books of a thousand years ago. Now we may commune with some unknown friend who lives across seas and continents, now we may evoke, with innocent magic, the spirit of a sage whose body fell to dust before the foot of a white man pressed the soil of our nation. One book is often a precious treasure to us. A library, well chosen, is an inexhaustible source of comfort, inspiration and delight.

FOOD, MEDICINE, OR POISON

But, alas! it is not only the nobler part of human nature which is preserved in books. Literature holds up at times too faithful a mirror to life. Many things

have been said which had better been left unsaid. Many books have been written whose pages are scorched with the smoke of hell, and tainted with the reek of the pit. Some books are food, others are medicine, but others still are poison. It is as foolish to devour the one, as it is wise and prudent to eat plentifully of the other. We have learned of late years many things concerning the science of dietetics for the body. We have yet much to learn and to practice about the dietetics of the mind.

The influence of the mind on the body has always been acknowledged but not nearly so much made use of as one could desire. It is in this respect that our hospitals are most backward. We know quite well that the mind has a very powerful sway over the physical faculties and that it can sometimes do much harm or much good even when there is question of physical health, according as it is directed and inspired. But in this regard, hospitals are just beginning to find themselves. We must always keep in mind that the modern hospital is a very new form of organization and has still much to learn concerning its own right methods and its own great sphere of action.

THE PATIENT HAS A MIND

The hospital is responsible for the whole patient while under its care. Body and spirit alike, flesh and mind form one being. It is the living being for which the hospital assumes responsibility when it receives a

patient. But even those who ignore the spirit and look only to the body should be concerned about the potency and influence of books, good and bad, upon the patient. For the thoughts that enter the mind may prove either a sedative or an excitement, they may calm, encourage, soothe, and cheer, or they may inflame, depress, even poison the whole man.

Hospital workers think too little of, pay too little heed to the thoughts of the patient. It would be an excellent thing, from the patient's standpoint, if every hospital worker could spend a month or two each year as a patient in the hospital, going through all the stages of acute disease and convalescence. In the throes of fever what thoughts assail the mind! The distorted imagination conjures up what phantoms of fear! A soothing word, a brief and comforting passage from a worthy book, might give at least a temporary relief to the tortured mind.

READ TO THE CONVALESCENT

But during the long days of convalescence when the body is too weak to rise from bed or to leave the sick room, the mind grows normal and active. The patient can read, or can listen to reading. If the nurse has a fine taste in books, a sympathetic comprehension of the mental wants of the patient, if she has a gentle, pleasing, well modulated voice and will read awhile, what a relief from the monotony of the long day. Between the covers of books is stored the honey of bright thoughts,

cheerful thoughts, pleasant visions, recreating fancies, stories that amuse and entertain and at the same time give true and noble views of life. All these things wait for the patient but it is the nurse who can open to the patient the pleasant portals of the world of books. Most patients know too little of good books. They depend for their reading on cheap magazines, popular "best sellers," reading which has the same relation to reading nourishing books as the crudely colored, adulterated candy one sees on cheap street stands has to the pure and nourishing food which comes from the diet kitchen. We multiply dietitians for the body and continue to allow the mind of the patient to feed on innutritious or poisonous stuff.

WHOLESOME FOOD FOR THOUGHT

What are the patients thinking of, as they lie quietly, or restlessly, through the long hours of the waking day? The human mind works like a mill, forever grinding, grinding the grist of thought. Sick or well, through all the hours of consciousness, we are perpetually thinking. The material of our thought is made up of former impressions, things we have heard, things we have read, things we have experienced. The patients are forever turning over in their minds things they have seen, things they have heard, things they have read. When you enter a sick room, your very presence may start a train of thought which will last for moments or hours. But if you speak wisely to the patient, if you

utter some reflection which you have found in a good book and which comes all warm and vivid from the depths of your own heart's appreciation, your momentary visit may give the patient a sweet cud of thought to chew upon for hours. If you read, even for a few moments from some interesting, inspiring book your visit will brighten the weary hours with pleasant thoughts.

USE THE LIBRARIES

The book shelves of libraries are groaning with thousands of volumes. There is an abundance of books in the world, excellent books, for many needs. The hospital worker owes it both to self and to patients to have some familiarity with the world of books. Nothing is easier nowadays. The librarians of our public libraries are, for the most part, eager to serve hospital workers. Some of them maintain a special service. They will bring quantities of books to the hospital, at the libraries' own risk. They will sometimes appoint a special hospital librarian, whose chief work will be to go about from room to room under the directions of the hospital workers, to supply all the patients who can read, with books.

But the hospital itself should maintain supervision over all the reading which goes on within its walls. The authorities of a hospital have both a right and an obligation to supervise this reading. If it is true, and it is true, that what the patients read powerfully affects

their well-being, physical as well as mental, then those who have care of them may and should see to it that they read nothing which is deleterious. Any sensible person must admit the truth of this statement from the mere standpoint of right reason.

READING FOR HOSPITAL WORKERS

Thus the attitude of the hospital authorities toward the reading of the patients should be both vigilant to prevent the wrong sort of reading in the hospital and sedulous to provide the right sort of reading. Since all the hospital workers have so direct an influence in their contact with the patient, on his thoughts and imaginations, they should nourish their own mind from good and worthy books. Just as the hospital concerns itself with the physical health and cleanliness of those who attend the sick and insists that they take reasonable precautions to be clean and well, so that they may the better serve the patient, so also the hospitals should reasonably provide for the cleanness and vigor of mind of the hospital workers so that they may exercise a wholesome influence on the sick.

Not only by providing copiously the best sort of books, but by conferences about reading, by inspirational talks, by calling special attention to excellent books, by putting a succession of attractive books on the table of the nurses' parlors, in their rooms, in the corridors, can the hospital help this mental prophylaxis of the hospital workers. How curious it is, and what a

commentary on human nature, that with all we have heard about the influence of the mind on the body, and the needful stimulus of noble and cheerful thoughts, we still see hospitals providing splendid homes for their nurses, giving them every facility for bodily hygiene, good quarters, good food, and rest, and yet using a pitiful and foolish economy or rather niggardliness in buying them books!

LITTLE PROGRESS IN MENTAL HYGIENE

The hospitals of the future will be many things which the hospitals of today are not. In some regards our hospitals have emerged from the dark days of primitive beginnings. There was a time, not many years ago, when sterilization was unknown in the operating room. No one knew about microbes and therefore, no one cared about them. Pasteur is only of yesterday. A few months ago, we stood in the Pasteur Institute in Paris and talked with one of Pasteur's colleagues and associates who still takes part in the direction of that great institution of research. All the elaborate systems for sterilizing instruments, bandages, everything which may come near a wound, are of recent development. We should be horrified if we entered an operating room of a few decades ago.

Some surgeons, who are still living, can tell of the experience of their youth in hospitals of this country and of Europe. They were taught that after every operation, there should be found in the wound a certain

amount of what was called, "laudable pus," which augured well for the right healing of the wound. If he found this symptom, the surgeon was quite satisfied that everything had gone well!

Now we are far beyond this stage in the surgical technique of our hospitals but so far as mental hygiene for our patients is concerned, we have hardly progressed a whit beyond the practice of those old hospitals. The hospital of the future is to be, without question, a great center of social service, of education, of the adjustment of mental conditions as well as the healing of bodily ailments. They will look back on our present day as a dark period of mental hygiene in hospitals, when money and effort were spent in abundance to keep microbes out of wounds, but hardly any care was taken to keep bad and depressing thoughts, exciting images, and morbid imaginations out of the patient's mind, when great effort was being put forth to feed the patients' bodies properly and little to feed their minds, when friends and visitors were strictly prohibited from tracking dirt into the operating room or bringing indigestible food to the sick, but were allowed quite freely to bring mental infections and indigestible thoughts to the patients under the guise of bad literature.

BAD LITERATURE RETARDS PATIENT'S RECOVERY

A patient comes to the hospital. His physical state is quite serious and his mental state is, of course, correspondingly disturbed. He is taken care of physically as

well as may be. He becomes quiet and tranquil in the restful atmosphere of the hospital. His friends visit him. They give him an assortment of cheap magazines. In the late afternoon, he begins to read an evil story. His imagination is inflamed. All that night he is tossing restlessly, unquiet, feverish, and the night nurse wonders what is the matter with the patient. She looks on his record sheet to see whether he has eaten anything which disagreed with him, whether he has taken any exciting drug. But no. The record sheet shows nothing. No one has chronicled the fact that he has taken some mental poison. The effects are quite plain, even physically. Deprived of his rest the patient is worse the next day, yet the cheap magazines still lie about the sickroom, and the nurse who would carefully take up and throw away any corrupted food for the body which the patient's friends might have brought him, takes up the poisonous magazines, and instead of throwing them away, sits down and devours them herself, to while away a leisure hour!

NEED FOR A MENTAL HYGIENIST

In every hospital there should be one individual, definitely appointed, and given the proper training and leisure, to be a mental hygienist, a supervisor of the reading of the whole hospital. It should be the duty of this official to know the right sort of books and magazines and to be able to recognize the wrong sort, so as to provide an abundance of the one and to exclude the

other. This official, who might be called the hospital librarian, should have ample funds to buy the right sort of books and full power to control their circulation in the hospital.

She should enlist the help of all the hospital workers, impressing on them the importance of this work from the standpoint of the welfare of the patient. At first, as was done in one hospital, she might offer a prize for the nurse who would obtain from the patients and bring in for the incinerator, the greatest number of evil books and magazines. She should see to it that every hospital worker and every patient may have the fullest access to good books.

It is the book at the elbow which is read in a leisure moment. So she should insist that everyone in the hospital have a few books at least, in their room, on their table, ready for a leisure moment. Everyone else should cooperate with her and should consider that hers is one of the most important activities in the hospital. She should secure conferences, addresses, interesting talks on books, and on personal improvement. All this, in the busy life of a hospital, will be difficult, but not nearly so difficult as it is useful and necessary.

The hospital which achieves the right mental care of its patients surely deserves a special honor. It is a noble thing to minister to the health of the body. It is more noble still to help the health of the mind.

THE LINES OF LEAST RESISTANCE

The physician and the hospital worker are often distressed at the persistent difference between theory and practice which they see in their own work and in the work of others. The ideals of medical practice are getting to be higher and higher with the constant progress of scientific investigation and the growing perfection of technique. Methods and procedures which would have been well enough in former days are absolutely distressing now to the well educated physician or hospital worker. Nowadays, from the very first entrance of the patient into the hospital to his discharge, we know quite clearly what should be done for him; and the difference between our ideals and what is actually accomplished is sometimes distressingly great.

INACCURATE RECORDS

How many histories of the physical examination are quite ideal according to modern standards? We know what a perfect physical examination ought to be and what a perfect record thereof should show. But in examining the files in the record room the sorrowful conviction too often forces itself upon us that hardly

one in ten of the records is all that it should be. We know the rules for diagnosis and we know too how a diagnosis should be expressed in the records. Yet, here again, what a disappointment it is sometimes to compare the reality with the ideal. One of the most noted of surgical clinics frankly confesses that only about fifty per cent of its preoperative diagnoses correspond, with its postoperative findings. Yet we read in the records of some hospitals that seventy and seventy-five per cent of the preoperative diagnoses agree with the postoperative. Evidently they were both written at the same time in many instances and that was after the operation had been performed!

We find the same occasion for regret all along the line of hospital procedure. Treatments nowadays require more and more accuracy and skill and each new development in internal medicine and surgery brings with it a new responsibility and burden on nurses and doctors alike. But while we have a clear idea of what the ideal procedure should be, we are pained to see sometimes that the real practice does not attain thereto.

We are dealing with human nature both in the patient and in those who have care of him and so it will not surprise us nor discourage us to find that the ideal is not reached in all instances. But it will be a help to coming closer and closer to the ideal for us all to realize some principles of human action, which are like constant laws and can be dealt with and counted on in all hospital work.

OVERCOMING MENTAL LAZINESS

One of these principles is that human beings, like inanimate things, always tend to follow the lines of least resistance. It is true, that this tendency in beings which have no intelligence nor free will is blind and necessary, while in man, who is both intelligent and free, it is only an inclination and tendency which he can struggle against and overcome. But the fact remains that we are all inclined to do what is easier, to seek short cuts, and to shirk difficult procedures when we think we can do so with impunity.

This tendency exists both in the patient, as we have said, and in those who have care of him. The patient wants to get well and therefore he comes to the hospital but he wants to get well at the least possible cost and with the least possible exertion. So, too, he will submit to an operation when it is represented to him as necessary, and will take treatment when he thinks he has to, but he will not take advantage of the preventive powers of medicine. For one man who will take regular exercise, use a proper diet, and practice self discipline so as to avoid disease, you will find hundreds who will come to a hospital and have an operation when they find there is no way out of it. For this reason, preventive medicine is so much more difficult than surgery, or than the actual treatment of illness in a hospital. For this reason, also, the after care of a patient, and the securing of a record of end-results is very much more difficult

than the taking of a history when the patient first comes to the hospital.

Yet, even in history writing, we must contend with the natural inertia of the patient. Some persons will not go to the mental effort required to answer questions carefully and intelligently, unless they are urged and made to feel the importance to themselves of giving correct and sufficiently explicit information. So, too, when the patient leaves the hospital, he will often neglect the precautions suggested to him for his after-care and will fall into the old rut of wrong living which brought him to the hospital before and will undoubtedly bring him back to the hospital again.

Any hospital worker will realize the truth of these remarks and will be able to verify them with many instances. Even while in the hospital some patients show very marked tendencies to follow the lines of least resistance. They give in to their disease instead of assuming a mental attitude of courageous resistance. Some patients are prostrated and discouraged by sufferings and disease which others go through with fine courage and overcome almost as much by their persistent cheerfulness as by their physical resistance. The human tendency to follow the lines of least resistance is strong in all of us and has to be counteracted, or it will result in disaster.

But how can the hospital worker, whether physician or nurse, deal successfully with this tendency in the patient? The problem is not an easy one. In the case

of bodily prophylaxis and therapeutics, we are dealing with definite laws and can count on specific reactions. But when we are dealing with a free and intelligent agent, we have to work according to the laws of free and intelligent choice.

Now, it will help very much in this connection to remember that the free will of man is swayed by motive and that by giving the right motive to our patients, we may effectively strengthen them against the tendency to follow the line of least resistance, and fortify them to act for their own good. The human will always seeks good under one form or another. Our decisions are always taken with a view to achieve some definite good. This apprehended good is the "motive" which moves the will. By giving the patient, therefore, clear, definite and attractive motives for acting as we feel he ought, we can best strengthen his will against the tendency to follow the line of least resistance and best persuade him to act as he should.

TRAINING THE WILL

Quite often, not near enough account is made of the patient's state of mind, of his attitude towards his sickness and towards the means that are taken to remedy it. While much is done for his body, many treatments are administered and many stimulants given, little attention is paid to his will or his intelligence, though both of these have evidently a great deal

to do with his recovery and continued health. We never treat the body merely, we deal always with the whole human being and it is the spirit that vivifies the flesh. A cheerful, contented, resolute mind can stimulate a lagging body to a wonderful degree. And in giving motives to the will and information to the intelligence, we help powerfully to the healing of the patient, as well as lift him up, out of the rut of least resistance.

SUGGEST PROPER MOTIVES FOR USING WILL POWER

The more we keep in mind the humanness so to say, of the patient and avoid regarding him as a mere case, the more successful we shall be in finding the right motive to stimulate him to cooperate effectively with his own cure. The nurse, especially, should study the character of each patient, and should acquire tact and insight and comprehension enough to be able to judge what motives will be the most effective in stirring him to take the right attitude and make the proper efforts toward his own cure. Experience will be a great help in this matter, but without personal thought and effort, the nurse will not acquire experience. There are some nurses, and some physicians, too, for that matter, who are always exclusively intent on the physical care of the sick and who never seem to consider their mental attitude. They appear to look on all patients as "cases" and are rather surprised when one of the "cases" suddenly becomes a human being and exhibits resistance or

anger or discontent. Such hospital workers may be very excellent in technique and very skillful in procedures but they miss a most important part of their ministrations to the sick.

It would seem to be very useful and important in this connection to give some judicious explanations to the patient, at least in a general way, about the hospital itself with all its various services, about the hospital workers who are ever ready to come to the patient's aid. Those who are constantly on duty in a hospital forget sometimes what a trying experience it is for a patient suddenly to come into a new world, where he is helpless as a child and knows hardly anything of what is going on around him. The realization that this whole great institution with all its various departments is at his personal service, is splendidly organized and competently manned, in order to come to his aid in any crisis would be a source of consolation and encouragement to him, did he but appreciate all that the modern hospital means of skilled service and faithful care.

It is for this reason that in the volume called "The Patient's Guide," which is intended for the information and encouragement, the consolation and cheer of patients in our hospitals, we have dwelt, in the first chapters, upon the service which hospitals render. The skill and experience of the personnel, their devotion to the cause of the sick, the various methods and procedures which are at the service of the patient, the many departments of the hospital, the staff of nurses, and

physicians, and their training and skill, so that the patient may be put in tune with his surroundings and may be stimulated to cooperate with all that is being done for him by the hospital and its workers.

When it comes to supplying specific motives to the patient for active cooperation with the treatments of the hospital, for courageous cheerfulness and for after-care and effort which will prevent him from falling back into the same disease, perhaps the best suggestion that can be offered to the hospital worker is to try to put into an understandable and appealing form the motives which induce the hospital worker to wish the patient to take such action. A few moments of introspection will reveal your own reasons for wishing the patient to be courageous and cheerful, to adopt this or that precaution, take this or that after-care, to cooperate with such and such a treatment. By explaining these motives tactfully and sympathetically to the patient, his will will probably be moved as yours is to desire the same thing that you desire. We all have a tendency to wish to impose our will on others, merely because it is our will, and without explaining to them the reasons which move us. This is, of course, a quicker way, because explanations are often tedious to us and we also tend to follow the line of least resistance and to avoid trouble. So the nurse or the doctor is often tempted merely to order the patient about with scant consideration, giving as the only reason "if you want to get well, you had better do what I say." This way

of acting saves trouble to the hospital worker and proves effective in some cases, but it is much better to supply the intelligence and the will with some more permanent and moving motive than our mere say so. Tell the patient tactfully and prudently *why* you insist so much on this or that direction. This will add force and permanence to your admonitions.

Of course, prudence is always necessary so as not to give the patient information which will be harmful instead of beneficial. Medical details are sometimes much better withheld. But without going into medical details, you can give the patient a very effective idea of the motives you have for giving such and such a direction. Look into your own heart and see what reasons you have for wishing such and such a course. Then communicate them to the patient in a way that you think will be most helpful and telling.

Thus, for example, instead of merely urging the patient to be cheerful and tranquil, tell him that cheerfulness and calm will help a great deal to make him well quickly, and that yielding to discouragement and impatience will only aggravate and prolong his sickness. Tell the patient who needs exercise of the specific benefits of exercise, and the reason you have for advising them. Explain to the patient who should observe a careful diet, the general principles of diet and the great importance to him of following your directions. The same motives that move you will move him, if you can make them vivid and comprehensible.

PRESCRIBING FOR THE HOSPITAL WORKER

But it is not only the inclination of the patient to follow the lines of least resistance which impedes hospital work. Unfortunately the hospital workers themselves share in human nature and therefore experience the same tendencies. To shirk details, to spare ourselves effort, to see how little we can "get by with," are all manifestations of this inclination to follow the lines of least resistance. This is the reason why physical examinations are slurred over, why histories are poorly written, why staff meetings become perfunctory and ineffective, why treatments are omitted. As we have remarked, too, one reason why the patients are not instructed as they should be, not given the motives which will overcome their inertia, is often precisely this, that the hospital workers seek the lines of least resistance.

To overcome this tendency of hospital workers, precisely the same principles may be applied as were suggested in the case of the patient. We are all swayed by motive, and our inclination to shirk and take short cuts may be counteracted by our giving ourselves, or by others giving to us, motives which are dynamic enough to sway and move us out of the rut of least resistance. This is one reason why the intellectual and spiritual life of the hospital is of such great importance, even from the standpoint of practical efficiency. Hospital workers are not automatons, they are men and women

swayed by human motives and since they have adopted a very noble life of service, they need great motives to keep them faithful and painstaking in their work.

Inspirational reading and conferences about the nobility and importance of caring for the sick, all the noble motives which one can muster for fidelity and perseverance, for the faithful attention to details, for conscientious exactitude in all ministration to the sick, are none too great to stir hospital workers to the exact fidelity required in so delicate and important a ministry.

The tedium of routine, the weariness of dull days, the natural tendency we all have to do what is easier and to shirk what is more difficult have to be offset by strong and cogent motives if hospital workers are to do all their duty towards the sick. Those in charge of hospitals seem sometimes to overlook the need of furnishing their workers with inspiration and with noble motives. They wonder how they can improve the morale of the personnel, they fret over the lack of attention to details, they wish that the records were better kept, the details of treatment and nursing better observed, but they make little effort to give their personnel strong and worthy motives by supplying them with excellent books and encouraging them to read, by having inspirational conferences, in a word, by keeping before their workers the great ideals which should move them in their work.

THE LESS OBVIOUS OFTEN THE MORE IMPORTANT

It is interesting to observe that hospital workers often show a tendency, and quite a natural one, to follow the lines of least resistance by giving attention to the things which are indispensable and cannot be overlooked but by using less and less energy in proportion as things become less and less physically insistent. Thus, for example, in every hospital the details of heating the buildings and feeding the patients and the staff are fairly well managed. So, too, the actual attention to the sick, which comes under everyone's notice, is duly gone through. When it comes, however, to the finer touches of nursing and treatment which often are very important, especially in difficult cases, there is a human tendency to let up a little and grow slack in these. Finally, when we come to the intellectual care of the patient and to the intellectual and professional study and improvement of the hospital worker, it is these things which are most likely to be dispensed with. Yet, it is from them, as we have shown, that a great deal of the actual force and vigor and excellence of the hospital work must come.

The more reason then for the hospital executives to pay special attention to these latter points, to consider themselves and bring before others the motives for study, for preparation, for self-improvement, for further training, for consistent reading and observation, for all the things which go to make up proficiency and improve-

ment in one's profession. Our efforts should be directed especially there where it seems that the line of least resistance may otherwise prevail to the harm of, or at least the less excellent functioning of, the hospital.

CAREFUL SUPERVISION NECESSARY

Besides the giving of the strong motives to hospital workers to encourage them to do their duties excellently, there is also the powerful influence of careful supervision to help overcome this human tendency to follow the lines of least resistance and to keep the hospital workers keyed up to a high pitch of fidelity. Even the most conscientious person feels a certain strength and help from the consciousness that someone else is attentively watching his or her work and will appreciate what is excellently done and criticize what is blameworthy. The value of careful supervision and persevering comment and suggestion can hardly be exaggerated in hospital work.

Everyone who is in authority ought to be willing to bear his or her share of this onerous duty of supervision. That it is often onerous goes without question, it is much easier to let well enough alone, to be satisfied with mediocre performances, but in doing this the hospital executives themselves will be following the lines of least resistance. They also have to stimulate themselves and are stimulated by others through reminders and exhortations to keep up to the high standard of services

required of them, and for them to follow the lines of least resistance is often more disastrous to the welfare of the hospital than for their subordinates to do so, because the welfare of the whole institution depends so much upon their individual effort.

A little study of human character and a little regard for the teachings of experience will show our hospital workers how to approach different characters and to suit the motives to the individuals. The two great lines of human conduct and human motive are self interest and love for others. Self interest takes the form both of the fear of personal harm and the desire of personal advantage, while the love for others runs through all the gamut of charity. There are some persons who are most easily moved by appeals to their self interest but to the credit of our human nature, be it said, that the love of God and the love of fellow men has been the motive of more heroic achievements and more great enterprises beyond compare than all the urge of self interest or the pangs of fear of punishment. Few workers in any field owe it more to themselves and others, to maintain high ideals in their work and to strengthen themselves with lofty motives than do the workers in a hospital. To have the care of the sick and the suffering is a charge which should appeal to everything finest and noblest in human nature, yet we know very well that our poor human nature is only too prone to become callous and careless in this great and excellent work unless the mind is fed on noble thoughts concerning hospital

activities and the will is strengthened by high motives for interest and fidelity.

To think these thoughts, to consider these motives, requires in itself the overcoming of our natural tendencies to seek the lines of least resistance. Thus everyone who is engaged in hospital work or who is responsible for the training and direction of hospital workers owes it to himself and others to dwell much on the inspirational side of hospital practice, to give much effort to the encouraging of right reading and thinking among hospital folk, to the giving of hospital conferences, which are stimulating and helpful, to the providing of all the influences which will lift up the mind and stir the heart of hospital folk to an appreciation of the sublime possibilities of service which await them.

This requires constant effort and struggle, but the result is well worth the price we have to pay. The difference between a hospital where the workers are mere toilers for a livelihood and the hospital where intelligent and eager service to the sick is rendered with diligent charity lies only in the difference in motives and ideals. For motives and ideals alone can lift our human nature out of the ruts of least resistance and send it soaring aloft towards the heights of noble service.

THE ETHICS OF WASTE

"To waste," the dictionary obligingly informs us, is "to expend thoughtlessly, unnecessarily, and without return; cause to be lost through neglect or improvidence; make prodigal or extravagant use of; spend to no purpose; squander." This text, which, as the old lady said of all the articles in the dictionary, is "interesting but rather short," goes surely to the pith of the matter and enumerates all the too many ways in which the hospital executives and workers can dissipate the gifts of God. From the economic side waste is a pitiful error for it squanders without profit what might be used to excellent purpose; but waste has also an ethical side which is no less real and important. If it is foolish to treat the good gifts of God carelessly and spend them without profit, it is also wrong from an ethical standpoint to do so.

Hospitals are of all places in the world a favorable soil for the rank weeds of wastefulness. This comes from the very fertility of their earth. The wants of the sick must be ministered to in abundance, there can be no niggardliness nor stinting when there is a question of human life and human health. Even the poorest patient in the hospital has a right in charity if not in justice to all that is truly useful to restore him to health,

or at least to assuage his sufferings. It requires, then, a very correct judgment and very careful methods to check waste in a hospital, while at the same time one supplies abundantly and generously, all that the patient really needs. Yet thrift and careful husbandry are as proper and as possible in the midst of abundance as in the midst of want. In small details there may be some difficulty, but to draw the broad outlines of thrift and to lay down right methods ought not to be too hard for trained hospital executives. It is an essential part of the duty of everyone, who has authority in a hospital, to take rightful care that nothing be willfully wasted.

This duty arises from several heads. First, we are not masters of God's gifts, but only stewards. We have a right to use them, but not to abuse them, to be generous with them, but not to waste. Right reason itself requires this and it is evident from the nature of things. We experience, if we are normal in our judgment, a sense of regret and of repulsion when we see anything deliberately and woefully wasted, and this independently of whether the thing be ours or no.

Then, too, charity towards others forbids us to waste material good things, for they are sorely needed by others. Everyone depends on material things for sustenance, clothing, comfort, life, and the appurtenances of life. So that what we waste might be another person's physical salvation, and what we squander carelessly would give us, if saved, the wherewithal to exercise charity to others. There is not

enough to go around as it is, in this sad world of ours, and we are all bound together in mutual obligations to be kind and helpful, in deed, as well as in word. When we waste material resources, we thus harm the interests of others.

ADMINISTRATORS OF A TRUST

Again, those in charge of a hospital are not governing their own property (though even in that event they would not be at liberty to waste it), but they are dealing with the property of others and should therefore be all the more careful to commit no waste. Whether the hospital be a public institution or the property of a private corporation, it is still property, and all its belongings are a trust in the hands of its administrators. To waste that property is to do wrong to the owners. There is, of course, a certain margin of just lavishness which does no injury but beyond that limit, waste is surely wrong.

The immense multiplicity of material needs which have to be met in hospitals makes it all the more difficult for the hospital administration to supply everything abundantly yet without wastefulness. Food, fuel, the variety of supplies needed for rooms and wards, for laboratories and other departments, makes it necessary constantly to purchase in great quantities. The gross figures of hospital expenditures in the United States and Canada alone are quite astonishing. Beside the $400,000,000 spent every year for new hospitals, or

additional hospital buildings and equipment, we learn as we have said that no less than a billion dollars a year or nearly three million dollars a day are spent for the mere upkeep of the hospitals. This vast sum is one-fourth of the estimated cost, four billion dollars, of all the hospital buildings and properties. So that the cost of keeping up a hospital amounts to as much, every four years, or so, as the entire cost of its grounds and buildings.

Even the small relative percentage of waste in a hospital mounts up therefore to a tremendous sum in the course of a year. If, through economic measures, our hospitals could save one-tenth of one per cent, the total yearly saving would be a million dollars; if one per cent, the saving would be ten million dollars, and so on through the rising scale.

Yet, in the midst of such vast expenditures how much careful thought and prudent system is required to avoid even gross wastes. It is so much easier to be satisfied with rather loose supervision, to tell one's self that after all the patients' interests require a generous abundance. So they do, but this does not excuse the lack of prudent planning and system. The best possible care is not too good to safeguard against waste where the sums involved are so enormous.

THOUGHTLESS EXPENDITURES

In this connection some of the terms of the definition we have cited above are very significant. "To waste,"

it begins, "is to expend thoughtlessly—" In point of fact, most of the waste which goes on in hospitals comes from a lack of proper thought. It is hard indeed to stop and think perseveringly and effectively and to plan out methods of systematic and economic buying when one is in the midst of a universe of details which seem to be so much more insistent than the vague idea of economy. Yet, to think and to plan, is perhaps the most fundamental duty of the hospital executive and those who feel that their method of purchasing and handling supplies is in any degree less perfect and more wasteful than it should be, ought to stop short and think and investigate until they have matured a correct system and eliminated waste as far as it is humanly possible to do so.

The next element in the dictionary's definition of waste is "to expend unnecessarily and without return." This indeed, touches for the hospital administrator the very marrow of the subject. It is a touchstone to try whether an expenditure be wasteful or no. If it is unnecessary and without adequate return, it is wasteful. If it is necessary or even truly useful, it escapes the stigma of waste. Go through the long list of items of expense of a hospital and see how many of them, or what proportion of each, is unnecessary and without adequate returns. If you do not know clearly just how much useless expenditure is going on, that in itself is a fault and it is the root of most hospital wastefulness. How many, even of our large institutions, have very

faulty methods of checking up the needs of each department, and of ascertaining how much unnecessary material is being ordered, how much of the supplies and equipment is being ordered; how much of the supplies and equipment is being spoiled or used without adequate benefit; how much is being misapplied, or even, as sometimes happens, misappropriated?

We have been told time and again by hospital administrators that when they did begin to think more systematically on this subject, and to check up the elements of waste according to this definition, they were quite appalled at the amount of supplies unaccounted for. The huge element of expense for food sometimes contains quite an appalling percentage of mere waste. In hospitals which have three or four kitchens, this is even more the case. But everywhere the item of expenditure for food should be severely scrutinized. It seems quite certain that millions upon millions of dollars are utterly wasted in this department of our hospitals. Sometimes unwise purchasing results in the hoarding of large quantities of food until it spoils. Sometimes much larger quantities are cooked of perishable food than are needed, and so this either has to be thrown out or is given to hospital employees to take home with them. In either case the interests of the hospital suffer greatly.

SUPPLIES WHICH DISAPPEAR

In some hospitals large quantities of supplies mysteriously disappear, or rather they are consumed by

employees, or given out to people who live in the neighborhood, sometimes out of a mistaken idea of charity. To hand out baskets of food without system or investigation is surely highly inexpedient. The charities of a hospital, like all its other activities, should be reasonable and systematic and such a disposition of food is certainly for the most part "unnecessary and without return."

It would take several pages to enumerate all the different ways in which, according to the testimony of hospital executives, food is wasted in hospitals. But a word to the wise is sufficient. By thought and system we are informed that some of our hospitals have reduced the average cost of meals served in the hospital from 23c or 24c a meal to 14c or 15c, while at the same time through well planned menus the quality of the food and its variety have been very notably improved. Even in a hospital where a hundred patients are maintained and where, therefore, at least 500 meals are served each day to patients and personnel, this would mean an economy of $50 per day, or about $18,000 a year. Let us suppose that there is an average waste of 2c a meal in the preparation of food in our hospitals, which is a very moderate estimate indeed. We know that about 600,000 patients are taken care of in all the hospitals of the United States and Canada, together with 500,000 employees. If three meals are served to all these this would mean 3,300,000 meals a day. At a saving of 2c a meal, $66,000 a day, or over $20,000,000 a year would be saved.

A similar waste often goes on in other departments where large quantities of supplies are used. Cotton gauze is such a convenient sort of thing to employ for a great variety of uses that in some hospitals the waste of it is extraordinary because it is used for purposes which could just as well be met by the employment of much cheaper material. In such a case to use the more expensive thing, where a less expensive one would serve quite as well, is surely "to spend unnecessarily and without return."

The next element of the definition is no less illuminating. It stigmatizes as waste, "to cause things to be lost through neglect and improvidence." Gaze fixedly at these words. They acquire a very singular significance when applied to the management of a hospital. Nowadays, especially, when hospital equipment is so expensive, when so many machines are being devised, some of them, indeed, absolutely essential for an up-to-date hospital, but which require expert care to keep them in condition, it is possible to waste large sums of money simply through neglect of the proper care of machines and instruments. Not long ago, when passing through a hospital on a little tour of inspection, we were shown with pride a complete equipment of sterilizing machines which had been in constant use for twenty years and were apparently, and on the testimony of the workers, quite as good and serviceable as when they had first been installed. "How did you manage to keep them in such excellent condition?" we inquired of

the technician who had been in charge of them all that time. "The secret is very simple," she replied, "a little systematic care every day."

At another hospital, on the other hand, the superintendent deplored the spoiling of valuable machines through unskilled handling. "It is all very well," he said, "to ask for equipment that is really helpful to the patient. But these expensive machines are often very easily injured and it seems a great pity to spend hundreds of dollars and then see the money wasted for lack of proper care." It is indeed a pity—and a wrong as well. Those in charge of such equipment and machines should seriously ask themselves whether they take proper care of these valuable possessions of the hospital. The same principle applies to the care of hospital supplies. These also may readily be lost through neglect or improvidence.

WASTE THROUGH CARELESSNESS

Neglect means "omitting something that should be done." Improvidence means, "lack of foresight, or thrift." In both of these ways huge quantities of hospital supplies and equipment are wasted every year. By omitting to take proper care of supplies entrusted to them, hospital workers sometimes cause serious damage. But the small, unnoticed leakage of supplies, through carelessness or undue lavishness in their use, forms a huge element in hospital expense which brings in no benefit whatever. Just as many little leaks in a

tank of water will drain away a huge bulk of the fluid, so many little acts of wastefulness in a hospital make themselves felt as a large sum in the total of expenditure. Where so very many different kinds of supplies are used, some waste is, of course, inevitable. But while care will keep it within moderate bounds, carelessness will magnify it immensely. Then, too, the element of improvidence greatly affects the waste in a hospital. Instead of thinking out a reasonable system of purchasing and of keeping check on supplies, some hospital executives let matters run along without sufficient system, or without a good system, and this inevitably brings about waste.

Where each department in the hospital orders its own supplies and keeps on hand its own reserve of supplies, there elements of waste quickly enter in. The hospital, instead of purchasing and dispensing supplies as one organized whole, becomes a group of separate units in each one of which an individual stream of waste usually pours in to swell the sum total. Experience has shown that when an orderly system is introduced into such a hospital, the executives are quite astonished to find out how much waste has gone on unperceived, not through any evil intentions or deliberate carelessness, but simply because the lack of that coordination and planning which would have resulted from the proper forethought has resulted inevitably in wastefulness.

Thus it seems a duty of hospital executives to think seriously and plan prudently on this very important

matter of systematic purchasing and checking up of hospital supplies.

Here also enters in the important, if difficult, question of cooperative buying which deserves some careful study on the part of hospital executives. Hospital funds are a sacred trust to be administered in behalf of the sick and unfortunate. Prudent and well-informed students of the present situation assure us that the existing method of hospital purchasing necessarily involves many elements of waste which mount up each year to tremendous sums. By study, thought, and discussion, this subject should be thoroughly thrashed out and definitely settled, at least in theory. There are, of course, serious difficulties in the way of cooperative purchasing by hospitals and for some items of supplies the plan may never prove entirely practical.

But various experience in different parts of the country seem to assure us that coöperative purchasing would be a success in regard to many important items of hospital supplies and equipment. It seems the duty of hospital administrators to study this question with an unbiased and open mind. The mere fact that a little army of well paid salesmen is constantly traveling about from place to place to secure orders for articles which are standardized and might just as well be ordered by mail, is in itself a proof that this subject should be carefully studied. The number of these salesmen could at least be greatly diminished with a saving, not only of money, but of time and energy on the part of

the hospital executives. These men who are often very capable and energetic could render excellent service and make a good living in other capacities.

WORTH LOOKING INTO

How great are the possibilities in this matter even a superficial calculation will disclose. It has recently been stated that the total expense for maintenance of the hospital system of the United States and Canada is one thousand million dollars a year. Where cooperative purchasing has been tried, the very least economy reported averages about 2% and on some items the saving runs up to 33⅓%. Supposing, however, that 2% would be the average, this would mean a saving of twenty million dollars a year. It is much more likely, however, that the economy would mount to a considerably higher percentage, even on the gross purchases of many hospitals.

The present system, therefore, may justly be stigmatized as distinctly wasteful. At least, the facts are such as seem to put a duty on hospital executives to look into this question and to cooperate in its solution even at the cost of considerable personal effort and inconvenience.

The next element in the definition declares that to waste, is "to make prodigal or extravagant use of; spend to no purpose, to squander." The word prodigal is a curious one and very significant in this connection because it has both a good and an evil meaning. On the

one hand, it is rightly used to signify a bountiful and liberal attitude, the giving in profusion, as when we say men are prodigal of their kindnesses, meaning that they are generous and willing to help others. On the other hand, and this is the more common meaning, the word signifies vicious or unnecessary expenditure; wastefulness; extravagance. Now the fact is, that these two meanings lie rather near together in hospital parlance and it requires real discrimination to distinguish between them. A hospital should be prodigal in the first sense, in that it ought to give generously and abundantly, but it ought sedulously to avoid the wrong kind of prodigality which is only another sort of wastefulness.

There is a queer twist in human nature which we should mention in this connection. We are all inclined to have pet economies and pet extravagances. Some hospital executives will be very insistent, perhaps oppressively so, on little economies, that appeal to them, and will neglect altogether much greater elements of waste. They may, for example, be very insistent on turning out the electric lights, or saving string and wrapping paper and will quite overlook the fact that twenty chickens too many are habitually roasted and have to be given away, or that the general administration of food is so lavish as to be prodigal. Or again, they will allow twice as much canned goods to be bought as the hospital can use within a reasonable time, but when someone does the hospital a service

which ought to be recompensed, they will overlook the matter, thus saving a few dollars at the expense of some injustice, while they suffer a loss of hundreds of dollars without any benefit at all.

The law of right reason, not that of personal fancy and whim, ought to rule throughout the hospital and especially as a guide to a right and generous expenditure coupled with due and proper economy. Apart from anyone's likes or dislikes, personal opinions or pet economy, there is an objective rule based on right reason and the essential fitness of things which hospital executives ought to find out and to follow. The thought, planning, experimentation which this requires is part of their regular tasks. The very fact that it means special forethought, study, and system to set the expenditures right and keep them in the golden mean between prodigality and wastefullness on the one hand and parsimony and stinginess on the other, makes it all the more necessary to dwell on this subject from time to time, to call oneself to an account and to find out what is proper to be done.

GUIDING THE PATIENT'S THOUGHTS

What do patients think of when they rest quietly in their rooms, their bodies prostrated with illness or languid in convalescence, but their minds sometimes active and their eyes and ears alert?

It would be interesting and profitable for hospital workers if they could know the thoughts that pass through the patient's mind. Sometimes it would be encouraging to find how much appreciation and gratitude have a place in the patient's thoughts. At other times it would be stimulating to learn the critical and sometimes indignant feelings that arise in the patient's mind, though they may never find expression on his lips.

The reputation of the hospital, at least as far as the general public is concerned, is in great measure a result of the thoughts of the patients who have passed through it. The impressions that each one receives are blended together into a composite judgment of the hospital. These impressions are carried away by the patient, and are made known repeatedly to friends and acquaintances. In time they crystalize and represent the attitude of the public toward the hospital. Every time, therefore, that a hospital worker, through kindly and efficient service, gives occasion for grateful thoughts

in the mind of a patient, that worker contributes to the building up of popular favor for the hospital.

THE SICK ARE EASILY INFLUENCED

The thoughts of a patient flow in a large stream that never ceases during waking hours and continues its course even in the land of dreams. Sometimes the stream is calm and clear, at other times it may be vexed by the rapids of fever or the waterfalls of delirium. But in every head on every pillow the thoughts flow on unceasingly.

It is the precious privilege of the hospital worker to brighten and cheer the patient's thoughts. The sick are easily influenced. Through suffering and weakness they have become almost as docile and impressionable as children. The nurse takes care of them as a mother does of her children, and, if she wishes, she can exercise over them a motherlike influence, directing the stream of their reflections into wholesome channels and encouraging them to have healthful and cheerful thoughts that will profit and console them.

Those who deal with the sick have a duty, for their patients' sake, to make their own personality as complete and beautiful as possible, so that they may be able to influence for the better the current of their patients' thoughts. The old proverb tells us that no one can give what he does not possess. To communicate to others wholesome and noble thoughts, our minds must be wholesome and noble. From the empty mind

comes mere chatter, the claptrap of banal conversation, remarks about the weather, gossip, the mere froth of the daily news, commonplace things that have no power to enrich or cheer the patient. Reading, study, thoughtfulness, the harvest of a quiet mind and a tranquil eye are necessary before one can influence for good the thoughts of others.

AIM HIGH

Every mind has possibilities of noble and elevated thoughts. Unhappily, the tendency of most men's thoughts is toward the trivial, the ordinary, sometimes the evil. Yet the same mind that dwells with complacency on the insignificant mixture of news and scandal retailed in the daily press can dwell with great pleasure and satisfaction on themes that are noble and pure. There is in everyone something of the angel. All of us have better selves, which sometimes come uppermost and always yearn for expression. The hospital worker who has a mind attuned to high ideals will be able to strike the right note in the minds of the patients, and so set their thoughts vibrating with sweet music that will cheer and control their whole being and promote health as well as contentment and peace of mind.

Every hospital worker, therefore, should scrutinize his or her own personality, and determine what is to be done and what endured in order to raise and ennoble it so that she may become a good influence

over others. Reading, of course, is the most powerful means whereby the hospital worker can enrich her mind. The world of books lies forever at our feet, and in it are many pleasant paths, well traveled highways and shady byways, where minds can wander in pleasant fields and pastures new, or can saunter through leafy solitudes, communing with the great minds of the past.

Reading is the most delightful of all recreations to well trained and well balanced minds. It is significant that in spite of the multiplication of commercialized amusements, the ancient pastime of reading is not only holding its own but is increasing in popular favor. Yet it is to be feared that too few hospital workers are great readers and that too many merely nibble at current literature, without making any effort to enrich their minds. Consequently, they have nothing to offer to their patients and can only chatter unprofitably.

MENTAL CASES NEED HELP

Yet experience shows the great efficacy of helping the patient to think of interesting and profitable things. Not long ago we listened to the experiences of a director of an institution for mental cases in which this worker spoke of the personality of the nurse as the most important influence over the patient. The nurse who has real resources of culture, who is acquainted with music and literature, who has some knowledge of art and some appreciation of culture is far more effective with mental cases than the nurse who lacks such

resources. It is she who, by furnishing wholesome topics of conversation, by leading the mind of the patient into pleasant paths, can best "minister to a mind diseased." She can "pluck from the memory a rooted sorrow" by conversation which is engrossing in its interest, and "with some sweet oblivious antidote" of congenial and elevated thought she can "cleanse the stuffed bosom of the perilous stuff which weighs upon the heart." Thus Macbeth's sage summary of mental treatment, when he questions his wife's physician, may be carried out by the truly cultured nurse. Nor does the answer of the doctor, "therein the patient must minister to himself," invalidate the remedy of the nurse's influence. For by influencing the patient's thoughts the cultured nurse can help effectively to stimulate the patient to minister to himself.

The first requisite for this personal culture is, of course, the will to read, to think, to take an interest in the elements of culture. Nowadays everyone reads. It is in the choice of the reading matter or in the failure to choose at all that the difference between hospital workers is found. Some persons spend many hours in reading, but it is of such a desultory sort that it does not enrich the mind, but rather dissipates the thoughts. Spend an hour with the Sunday paper and you will rise up with weary eyes and mind, with a little headache perhaps in the center of the forehead, with only a confused notion of what you have read, and with thoughts more scatterbrained than when you sat down

to read. But give an hour to the quiet perusal of a worth-while book and you will rise up strengthened, refreshed and comforted.

The books we read help to form our character, as does the company we keep. We can choose the persons with whom we associate, but we cannot help being influenced and impressed by their companionship. Neither can we help handing on to others the influence that we ourselves have received. When you read a really excellent book, just as when you make a really noble friend, you confer the benefit on everyone with whom you come in contact. As there is a contagion of evil, so also there is a contagion of good.

To have good books always at hand is one means of encouraging oneself to take a personal interest in culture. It is not difficult to get lists of books that are approved by persons of good judgment. In every city of any importance the library will willingly obtain the volumes you ask for if they are not already on the shelves. Never was there a time when access to the fountains of culture was so easy, and never was there a country where the libraries were more obliging than they are in ours. But it is also true that there has seldom been a time or a place that offered more opportunities for or temptations to desultory reading. We have continually to exhort ourselves and others to use discrimination in our reading or we shall follow the line of least resistance, and shall thus be unable to suggest any really worth-while thoughts for our patients because

we ourselves have failed to obtain any inspiration from what we have read.

SUGGEST RIGHT KIND OF LITERATURE

If the hospital worker loves good books she will be able to serve her patient by suggesting the reading of some worthy books that will enrich and gladden the patient's thoughts. How little the therapeutic value of good books is comprehended or utilized in hospitals! There is much talk of psychology, of psychiatry, of mental states and mental remedies, but how seldom we find a hospital where the cordial, invigorating, cheering influence of good books is utilized in any systematic way.

In the hospital of the future, no doubt, the nurses will be trained to be good readers, with pleasant, well modulated voices and the power of intelligent interpretation. To read to the patients who are in a position to profit by such a service will be one of the accepted features of nursing. The patient's thoughts will then be an object of real solicitude. When that happy time arrives hospital workers will look back with surprise on our era, when so little attention, relatively, is paid to the thoughts of the patient, and will wonder what we were thinking of to give so much care to many material things and to pay so little attention to what concerns the mind, the heart and the soul of those intrusted to our care.

Besides reading, other influences powerfully sway and control the current of the patient's thoughts. The whole environment of the sick person influences his mental state. To lie for hours and days in a bleak and cheerless room, shut in by blank walls, without any relief of color or form to rest the eye, is depressing and disheartening, even to a well person. How much more, then, are the sensitive minds of the sick depressed by ugly surroundings.

HARMONY SHOULD PREVAIL

Neither should the sick person's surroundings be too exciting, glaring, disturbing. Harmony, tranquility and beauty should characterize the sickroom in its decorations and its pictures. It is no more expensive in terms of money to have a beautiful hospital than an ugly one. It costs only care, solicitude, time and thought, and if the hospital authorities themselves cannot afford this time and effort they ought to employ someone with trained good taste to plan the pictures and decorations of their rooms. Better still, there should be someone in the hospital who is specially educated in the tasteful choice of colors, of decoration and of pictures. He or she should perseveringly work to make every room or ward in the hospital a place of tranquil beauty, so that the patient's thoughts will be directed towards peace.

Some persons object to pictures in the patient's room on the score that they excite the patient's mind and

weary his eyes. It depends very much, of course, on what the pictures are and what is the state of the patient. In some mental conditions it might be advisable to remove pictures. In other cases it would be well to choose the pictures very carefully. To avoid monotony, the pictures might be changed from time to time where a patient remains a long time in the hospital. It would not be difficult to have on hand many beautiful pictures, simply framed, which could be changed from one room to the other. All this requires thought and care, but what a precious thing it is to cheer and calm the disordered fancies and the feverish thoughts of even one sick person.

One can obtain beautiful photographic reproductions of the great masterpieces at such a reasonable rate nowadays, colored by hand and thus approaching the original to a degree difficult to achieve in lithographed reproductions. In choosing such pictures for the hospital one ought to select those that are both lovely and inspiring.

Finally, we cannot dwell too often on the importance of the talk that goes on in the patient's room. What we say to the patients and what they hear us say to others have both a positive and a negative significance. We convey information, start trains of thought, influence the mind and the imagination. A word may start a whole train of reflections in the feverish and active mind of some patient who is merely lying there and thinking, hour after hour. We ought to be careful that

everything we say to the patient is wholesome, cheerful, inspiriting. To give a patient helpful and cheerful thoughts is sometimes better than any amount of careful dosing with medicine. If we ourselves were ill, weary, and suffering, how much we should appreciate being given some bright thoughts, to light up and cheer our minds. It is not so much the state of the body that makes life miserable or happy, but the state of the mind. Many, many persons in complete health are restless, and many sick persons have a tranquil and contented mind. We should always be alive and sensitive to the influence of our talk.

In the midst of the exacting demands of hospital work, the preoccupations and wearinesses of every day, it may seem to many too much to expect that the hospital worker should be concerned with the patient's thoughts. People come to the hospital to be ministered to physically, they may say. It is the body and not their mind that is the object of hospital care. The first reply to this objection is, of course, that the mind has so powerful an influence on the body that the care of the body must necessarily be the care of the mind. Again, the hospital is continually dealing with men and women whose mental state is not normal. For every person who is ill has something hardly normal about his mind.

TREAT THE WHOLE MAN

Then again, it is not only the body but the whole man or woman that is committed to the care of the

hospital. You cannot possibly minister rightly to the body without considering the mind. There was a time when dosing with drugs was the chief stand-by of hospital workers and physicians in general. Little by little physiotherapy has been accepted. The next advance in ministering to the sick, which went hand in hand with physiotherapy and in many cases preceded it, was the treatment by serum and antitoxin. But we need a further step forward in the treatment of the sick, we need to pay more attention to the mental state of the patient, to study his surroundings, the conversation and reading we offer him, the companionship and influence brought to bear upon him.

AS A WORK OF MERCY

The good Samaritan knew nothing of antiseptics or gauze. He had never had instruction in the folding of dressings. He merely found a man lying wounded by the wayside, where many had passed him heartlessly by, and, moved by pity, he poured wine and oil upon his wounds in the simple fashion of the times, placed him upon his own beast and took him to the inn, paying for him until he should have time to get well again. All through the ages this work of mercy has shone out as an example, and we may readily see how noble it was and how deserving of imitation.

When a man falls among thieves nowadays, and is pounded with a "billy" or shot with an automatic, he straightway is whisked to the hospital in an ambulance, and rushed to the emergency ward for attention. The whole procedure is terribly commonplace, beside the noble deed of the good Samaritan. And if, instead of the onslaught of a robber, it is the insidious poison of hosts of tiny beings called microbes which have laid the patient low—the procedure is still more prosaic. He is examined, classified, recorded, the treatment is indicated, and he becomes a "case" to be dealt with according to definite routine, scientifically determined.

What we have continually to remind ourselves and others of, in season and out of season, is this: that the one case is as glorious and as sublime an opportunity as the other; that the ministrations of the modern hospital, with all its methods and machinery, are motived, or should be motived, by the same blessed spirit of charity and pity, as that which prompted the kind deed of the good Samaritan; that caring for the sick under scientific conditions, with the latest appliances and the most effective modern routine, is as much a work of mercy as if we relieved some one out in the wilderness, where we had nothing but oil and wine to pour into his wounds and no shelter but an inn in which to nurse him to health again.

The science, the method, the efficiency of a modern hospital, must never obscure the sublime truth that every work done therein is a work of mercy and should be raised, by the intention which inspires it, to the splendid dignity of an act of Christian charity. The nurse, the doctor, the Sister who go about the humblest part of their service in the hospital for the love of Christ, are performing deeds as essentially noble and meritorious as did he of old whose act of pity, "on the stretched forefinger of all time shineth forever."

WHEN THE PATIENT LEAVES

Time was, when hospitals were merely, "hotels for the sick" and the hospital workers took no more interest in and paid no more attention to the departing

patient than the hotel keeper gives to the departing guest. But that era of hospital administration is happily past. Nowadays, the patient who has left the hospital is still an object of real interest and concern to the well-trained hospital executive. Indeed the securing of end results in hospital treatment is of very acute importance. And to keep the patient well is a matter of almost as much concern as getting him well. Yet, a word of suggestion from time to time concerning the interests of the hospital in the former patient may serve as a useful stimulus. Besides, it is hardly enough to be satisfied with getting the end results, with chronicling the outcome of the treatment. Just as a school retains an interest in its pupils when they have graduated and gone out into the world, so the hospital ought to keep up its interest in its patients, for each patient bears with him or her from the hospital so much investment of time, effort, and activity.

It is sometimes said, and it is to the credit of human nature, that when we confer a benefit on somebody, we have a more lively interest thereafter in his welfare. This ought to be true of hospitals as well as individuals. If the hospital has done its duty toward the patient, the patient is well disposed toward the hospital and will be glad to be kept in touch with it and further aided by it. If something has gone wrong and the patient was displeased, the bad impression may be eliminated by further kindly contact. By means of letters, notices, and bulletins the patient and the hospital may keep in

contact. Lectures, conferences, given in the hospital auditorium are another means of helping former patients. The social-service department, also, might well be developed in this direction. It is, after all, not the poor patients only who need help. People may be poor in mind and soul though they are very well-to-do in material things. They may need help and inspiration along other lines than merely physical ones. The hospital is destined to widen its influence more and more and to do more and more for its patients, past and present, and even future. The wise hospital executive will take heed of and prepare for such service.

ROUTINE

Nothing is more deadening to the hospital worker, from the standpoint especially of intellectual progress, than is what we call "routine." Routine is the habit of doing the same thing in the same way, because we have done it that way before, without much intellectual activity, and this persistent habit has the effect of gradually drying up intellectual energy and making one's work a soulless, mechanical thing. Routine is a labor-saving sort of affair, because the habit of doing the same thing in the same way makes it easier to do that same thing in that same way the next time. It saves time, thought, reflection. A person who gets into the habit of doing the same thing at the same time because it has been done that way before is spared a great deal

of planning. But progress ceases for the person who is the slave of routine. Thought also tends to cease.

Now, since hospital work requires a great deal of intelligent thought and care for its real progress, it follows that nobody can possibly be a good hospital worker in the full sense of the word, a progressive, active, interested hospital worker, if he is a slave to routine. The remedies for routine are study, thought, self examination, planning; going back over one's work and reflecting whether it has been well done or poorly done. The spirit of progress, the desire to do new things or old things in a better way, is also an antidote against routine. To be really interested in one's work, enthusiastic about it, always studying, observing, trying to discover new methods, places routine where it can do no harm.

You certainly need to be on your guard against this spirit in hospital work, for few things are more deadening and disheartening to others, more harmful and weakening to the hospital worker than constant routine.

THE MOST PROFITABLE EXPENDITURES

Some items of hospital cost for maintenance and equipment are fixed and definite and unavoidable—food, heating, the essentials of hospital supplies go on like Tennyson's brook, "Forever, and forever." But there are other needs, not so standardized nor so insistent, which are really of great importance in lifting

the hospital out of the ordinary and giving it distinction and standing. It is these special expenditures which ought, from time to time, to receive the attention of the hospital executives. If they are not dwelt on and planned for, they will be crowded out by other, more insistent, but perhaps less important, needs.

One such department of expenditure is that for the intellectual life of the hospital. Books, lectures, conferences, ought to be supplied lavishly and with a fair expenditure of money and effort. If extravagance is ever justified, it is justified here. But, as a matter of fact, no ordinary expenditure of money for such purposes will ever be more than a small item in the vast sum total of hospital accounting.

At present our hospitals are deplorably parsimonious in this matter. The item of expenditure for intellectual needs is almost nothing. What is given out for books and lectures in the course of a year is not one-hundredth of one per cent, in most instances, of the total hospital expenditure. This is evidently quite wrong and it is pitiful when one considers the intellectual needs of hospital workers, not to speak of the patients, who should also be plentifully supplied with books. Then again, the true beauty of a hospital and its atmosphere of religious charm likewise demand some expenditure of money and care. Here, again, the good that would result is out of all proportion to the effort and expense, yet how many hospitals are as bare as barracks of any real religious beauty and charm.

Vast sums are spent in other things, but absolute stinginess prevails where there is question of beautifying the hospital, or at least the work is done without due planning. The hospital executive and everyone who has to do with the interests of the hospital should make it a point to be generous in these items of expenditure. Indeed, it would be well to try one's best to be extravagant in such things. For it is only by leaning a little too far in the other direction that we shall ever overcome the tradition that exists in too many hospitals to be parsimonious in matters that affect the interests of the hospital which we have above described.

THE CENTER OF THE HOSPITAL UNIVERSE

As the planets revolve about and center in the sun, so should everything in the hospital revolve upon and center in the patient. The interests of the patient, the needs of the patient, his greater good, his better service, his comfort, satisfaction, swift return to health if that be possible, these are of paramount importance. It is for these things that the hospital is established and maintained.

Without the patient, the hospital would not exist. Neither would doctors nor nurses nor pharmacists nor x-ray specialists nor dietitians nor laboratory specialists nor any other part of the personnel of the hospital. It is the patient who supports all, gives all a reason for existence, and, in one way or the other, gives rise to the funds, the privileges, the public esteem, the public interest which bring hospitals into being and minister to their support and progress.

Logically, then, and in strict justice, the patient has the first right to consideration in all the arrangements and decisions of the hospital. It is he or she who must be thought of first, first attended to, first planned and worked for in all hospital activities. Moreover, each individual patient has the personal right to this prime consideration. The very act of taking in

a patient clothes him with the rights and privileges of one for whom the whole institution was established. Hospitals hold themselves out to the public, as places where the sick will be competently and carefully treated. They are responsible for that high trust of nursing and healing the afflicted and helpless.

Add to these considerations the further thought that the sick are especially dependent, at the mercy of others, unable to minister to themselves, and the duty of the hospital to give them first consideration becomes clearer. They put themselves of necessity quite at the mercy of those who conduct the hospital and of those who serve therein. The sick are as helpless as children in what concerns their cure. Such trust as theirs requires a great answering fidelity.

A reasonable service is, of course, all they can expect or demand. There is no occasion for scruples or fruitless worry on the part of those who serve the sick. But it is always a salutary reflection that the patient comes first, has first right, deserves first consideration in hospital management. If this is forgotten, the hospital loses its great claim to nobility of service, its reason for existence. Keeping this in mind will simplify many decisions, will make easier many labors and sacrifices.

LIGHT FROM A CONVALESCENT HOME

A curious sidelight on the eagerness of patients to get home is given by the experience of a certain City

Hospital with its convalescent home. This home has been provided by the city for the benefit of those who are discharged from the hospital, but who still need some special care before they return to the routine of their work or home. It is a very pleasant place in the country, this convalescent home, but the one difficulty which attends the management is that the convalescing patients will not stay there. In spite of the admonitions of their doctor that they are not ready to go home they insist on going. They feel that if they are well enough to go to a convalescent home, they are well enough to go home altogether and home they go.

Hospital workers sometimes fail to realize the institutional weariness which comes over patients and the natural eagerness they feel to get back home. The hospital may be pleasant enough, but home is more pleasant still. Even though it be a poor one, there is no place like home. Of course, the hospitals do all they can to make the patients comfortable and happy. Yet patients in hospitals are out of their natural environment; they are never quite at home. The nurses, the Sisters, and the doctors are used to the hospital and think it a very homelike place. But the patient sees the long bare corridors, lies in a standardized bed in a standardized room—and wishes for home. The more homelike we make our hospitals the better it will be for all concerned.

We recur again to the important question of good pictures and good books. These not only recreate the

mind and cheer the spirit, they also make the hospital more homelike. For that reason alone we ought to do our level best to have an ample supply of lovely and holy pictures, of charming and helpful books. They will make the hospital more homelike, they will give it some of the attractiveness of home.

A CURIOUS INSTANCE

Our courteous guide through one of our oldest American hospitals, was showing us the ancient surgical amphitheater, where operations had been performed sixty years ago, before the era of anesthetics or of antiseptics, when the surgeons used to stick their surgical needle in red plush pincushions and handle their unsterile instruments with unsterile hands in total unconsciousness of the existence of such creatures as microbes. Those were the days of "laudable pus," and it was expected that any operative wound should be infected as a matter of course. But as we looked at the old amphitheater, and indulged in reminiscences of what we had heard about the surgical technic of those days, my guide uttered a significant statement. "Do you know," said he, "that it is down in the records of this place that at the very first operation held here, sixty years ago, the wound healed by first intention and there was no infection whatsoever." That was the only wound that healed by first intention, of all the operations performed in this hospital until news came of Pasteur's discovery and the antiseptic technic was

introduced. "Is it not strange," he went on, "that it never occurred to all the surgeons and physicians hereabouts to draw the simple conclusion that the wound of that first operation healed without suppuration because everything was new and clean and the instruments were used for the first time; and that the subsequent operations resulted in suppurating wounds because of a lack of cleanliness? Yet the inference was never made, and infection continued to be passed on from one operation to another by unclean hands and unclean instruments until far off in France a man who was neither physician nor surgeon made the discovery which revolutionized operative procedure, and gave birth to modern surgery."

Such instances ought at least to make us very docile. The limitations of human intelligence are very great. A little knowledge is a dangerous thing, and may make us proud, but a great deal of knowledge, painfully acquired, should make us humble.

A GOOD EXAMPLE

In the interesting summary of the report of the St. Mary's Hospital, Duluth, Minnesota, we recently read with great interest and pleasure the following words: "A Sister gives her whole time to the matter of bringing to the patients suitable reading. She makes her daily round with the library truck, leaving for those able to read, pabulum for their mind." Such a practice in a hospital marks that hospital as thus far a really

progressive, wideawake, and worth-while institution. We suppose, of course, that all the other needs of the patients are well taken care of and that everything possible is done to provide for their bodily needs. But when a hospital is enlightened and wise enough to assign one of the Sisters to the special task of supervising the patient's reading, of acting, so to speak, as a dietitian for the mind, then that hospital singles itself out as a worth-while institution.

As a matter of fact, it seems that every wideawake, intelligent, forward-stepping superintendent of a hospital ought to see this at the first glance. All we learn about the influence of the mind on the body makes it more and more clear that even from the standpoint of physical wellbeing, the hospital owes a duty to its patients to give them proper mental nourishment and to keep away harmful, injurious reading. But the hospital has charge of more than the mere bodily welfare of the patient. The whole, living man or woman is in the care of the hospital and it is a sorry commentary on the intelligence of the hospital superintendent to be satisfied with trying to take poisons out of the physical system while at the same time allowing mental poison to seep into the mind and the soul, or failing to do anything effective to feed and heal the mind while the patient is in the hospital.

We look forward, therefore, to the day when every hospital of any sort which wishes to be called a good hospital, will have a definite official assigned to the

work done by the Sister of St. Mary's Hospital, Duluth. In large hospitals, the practical way is to do as has been done there, and assign a Sister to give her full time to this work. In smaller hospitals it may be found sufficient to have a part-time worker. But in either case the one that has this important charge, ought to be given every help and cooperation. She ought to be made to feel that her work is among the most important works of the hospital. She ought to be supplied in great abundance with the books and periodicals she needs. Her activities, moreover, ought not to be confined to the patients alone, but ought to extend to the Sisters, nurses, and the students, because every one in the hospital has a mind to be fed and a heart to be enriched with worthy reading.

THE "SOME-DAY" HOSPITAL

We frequently have called attention to the fact, that hospitals, like individuals, have a spirit of their own, a character and atmosphere which the experienced observer can soon find out. This spirit is the reflection, of course, of the collective and individual attitude of the hospital workers. And it is expressed in the hospital policy. Just as the life of an individual is the reflection of his inward principles and ideals, so the life of the hospital in its outward policy, is an expression of its spirit.

Now, the "some-day" hospital is the hospital which, at some future time, intends to do quite notable things.

Some day it will keep excellent records. Some day it will have splendid staff meetings. Some day the laboratory is to be quite remodeled so as to be up-to-date in every particular. Some day, there is to be a library in the hospital; Sisters and nurses and patients are to be abundantly supplied with new and excellent books. There is no end to the really excellent and really desirable things which are to come into their hospital "some day." Alas, the only melancholy feature of such a hospital, a feature which, however, throws a gloom over all its prospects, is that the day in question never does arrive.

The "some-day" hospital exists among us in sufficient numbers to justify a protest. Everyone knows what way is paved with good intentions. It would be too much to say, that the executives of the "some-day" hospital are traveling down the broad and primrose path. But there is reason at least for apprehension about the future of the hospital where the executives say too often to themselves and to others, "we are to have such and such an excellent improvement in this hospital—some day!"

TOO MUCH EDUCATION?

Not a few members of the medical profession have a sincere conviction that too much education is not good for a nurse. They point to nurses who have, perhaps, been trained in former days in a rather inferior school, and who are now splendid helpers to the sick and to the

physicians, and they ask whether it is necessary to have three years of training and then postgraduate studies afterward, when these women are ideal nurses with much less preparatory study.

The answer, of course, to this difficulty is twofold. First, some people are born good nurses, sympathetic, deft with their hands, and untiring in self-sacrifice. For them, the very work of nursing itself is a continual education and although they started with a handicap of poor training they become splendid nurses in spite of that and go on increasing in efficiency throughout the years. But the fact that some persons can dispense with nursing education or get along with little of it does not justify us in thinking or believing that nursing education is useless. The problem is to give nurses the right sort of education, which will make those less suited by nature for the work, efficient, and the "born" good nurses better still.

Of this sort of education a nurse can never have too much and her training in the nursing school is but the preliminary to her real education in this sense. She has to continue learning, observing, practicing; and when some special work lies before her, or when she ambitions some special career in nursing, then she will profit by special training. The sincere opponents of specialized training for nurses will do well seriously to consider their objections in the light of these thoughts.

One suspects that there are others who oppose further education of nurses because they have a perhaps

unconscious objection to seeing the nursing profession become too powerful and prominent. There are undoubtedly differences of interests which greatly color one's opinions on such subjects. The more the nurses are educated, properly, the more influence those same nurses will have, and the more they will be enabled to direct and defend their own profession.

Anyone who would deliberately oppose the progress and development of so necessary and beneficent a profession would be doing a great wrong, and hence we should not impute this deliberate motive to anyone. Yet in the background of some persons' minds there is this unrealized motive. All in all, nothing can stop the forward march of nursing education. We should do everything we can in the interest of the public as well as of the nurses to guide it into right channels so that it may be that sort of education of which one never can have too much.

THE DOOR OF ACHIEVEMENT

In every one of our hospitals are to be found young promising hospital workers with talent and quite often, with ambition. They appreciate the wide field of service which the modern hospital offers and it is for this reason chiefly, that they have entered hospital work. They can go far, these young workers, in noble service to their fellow men, if only someone will open or help them to open the door to achievement.

Every one of these young people is very susceptible to encouragement and good suggestions. The young Sisters, the interns, the nurses, the young members of the staff, they are all excellent material for that very fine apostolate which we have called elsewhere, the apostolate of encouragement. If they receive the right encouragement, direction, and practical assistance, many of them will become notable benefactors of their time. But if we fail to help them open the door of achievement, many of them will not be able, of their unaided energy, to realize the possibilities within them.

These young people should be encouraged and helped to study, to improve themselves, to correct the faults and defects which now impede them, and to perfect themselves in the work they have chosen. For this purpose, the systematic suggestions and kindly

influence of those about them, will prove quite invaluable. In most hospitals, not nearly enough is done to open the door of achievement to young people. It is true that many preoccupations engross, and sometimes vex the soul of the hospital administrator, but in spite of this multiplicity of occupations, everyone can do something definite and systematic, to help open the door of opportunity to the young people. To do so is to cast one's bread on the waters and it will return an hundredfold in the service which the hospital will render, the reputation which it will enjoy, and above all, the benefit which will come to the young people themselves and to society for the eminent service which such opportunities will ensure.

LET US WORK TOGETHER

No hospital is an isolated unit, sufficient unto itself and independent of its neighbor. Each hospital inherits a whole wealth of previous experience and shares in the discoveries and developments made in other hospitals throughout the world. Each owes to all its sister hospitals and to the great sciences which center in hospitals, loyalty and service. The noble and humane professions of medicine, surgery, nursing, with all their departments and specialties, find in the hospital the richest field of their endeavors. They are essential to the hospital and every hospital owes them in return its loyalty and service. Therefore, the care-

ful keeping of records which furnish such enlightenment to medicine, the holding of high standards in nursing practice, the giving of the soundest and the best instruction in medical and nursing practice; these are but ways in which the individual hospital renders back to the great professions which serve it, some of the aid and inspiration which it has in return received.

SUPERFLUOUS PRINT

"How many thousand square feet of filing cases are wasted, and how many thousands of pounds of paper are used in vain, because of the plague of superfluous print which has fallen upon our hospitals!" The speaker was the head of a large out-patient department in a city hospital, and had had many years' experience in hospital purchasing and organization. He pursued his train of thought somewhat as follows: "If some efficiency expert should come along to investigate the records and filing cases of our hospitals, would he not find a very great waste of materials because of unnecessary printing? The fact that records are made too large, that cards are decorated with useless wording, means not alone a great deal of extra labor in typesetting. It means also that a huge bulk of paper is unnecessarily employed to carry this superfluous print. This again means a great space for filing. As records accumulate, from year to year, the using of needless additional square inches on cards and records will mean the

employment of many superfluous square feet of cabinet or storing space.

"Thus, for example, the cards used in card indexes, which are never referred to except by the office staff, are all carefully headed with the name of the hospital and sometimes with the city address. This is quite superfluous, as nobody could possibly made any mistake as to what hospital is intended, and it does no good at all to put the name of the hospital on the card. But the paper thus used mounts up enormously. So too, the office force soon learns to fill in the cards automatically, so that it is useless to print in full the various headings on the form. Instead of 'Name, address' and the other details it would be enough to print the letter, N., A., etc., and this would give all the information required at a great saving of pasteboard."

The executive in question could point to a very small filing case, which contained 100,000 cards of his own designing, with the superfluous print eliminated. It would take at least twice as much filing space to keep 100,000 of the record cards, commonly used in our hospitals. Of course, one must observe the golden mean in such matters, but there is occasion here for real thought and care on the part of hospital executives. Looking ahead twenty years into the future it is easy to predict that if records go on growing in bulk, hospitals will have to have a special building to keep them unless due economies of space and paper are observed.

THE VALUE OF THE IDEAL

In his very interesting autobiography of John Marshall, the great Chief Justice of the United States, who has become in the eyes of American lawyers a personification of the spirit of jurisprudence and the ideal of legal science, Senator Albert J. Beveridge calls attention to the recreation and refreshment which the great jurist found all his life long in the reading of great poetry and great fiction. He would turn aside from the weary and perplexing problems of jurisprudence to bury himself in a book of poems or a novel, and emerge therefrom refreshed and cheered to take up again his labors as Chief Justice.

In a very similar way many of our jaded and weary hospital workers would find in literature a consolation and a resource. This is one of the reasons why we insist so much on good reading in the hospital. Chief Justice Marshall kept good books at his elbow so that he might often pick them up and refresh his mind and cheer his soul by their perusal. So every Sister, every nurse and patient, every interne and staff member of the hospital should be helped and encouraged to make a recreation of really great and worthy literature.

"Dreams, books, are each a world, and books, we know, are a substantial world, both pure and good," we repeat with the poet. There is a world of consolation, inspiration, encouragement, and good cheer to be found between the pages of books. Some of our hospitals appreciate this to the full. They are securing

quantities of good books as they do food and good surgical supplies. They have ordered THE PATIENT'S BOOK in numbers and are utilizing the resources of the free libraries for their patients and personnel. Much honor and credit be to those who truly and conscientiously employ in their hospitals the power of print which is pure and good, for they open up to others and to themselves, a world of consolation and of strength.

HEALTH EXAMINATIONS OF STUDENT NURSES

A very useful and prudent practice has been instituted in some schools of nursing which should be adopted by all, to-wit: The giving of a careful and thorough physical examination to all the student nurses at stated intervals. The training of the student nurse is a severe discipline and requires sound health to go through it unharmed. These periodic physical examinations often avert disaster as they disclose defects which are hidden and which may break out suddenly under the strain of training and do irreparable harm.

A striking instance of the utility of such examinations and of the surprising conditions they sometimes disclose, was given not long ago in one of our larger hospitals. One of the nurses seemed as excellent a specimen of good health as could be found anywhere. In fact, she had not long before taken the first prize in a state-wide health contest and had been given second place in another contest which was interstate. No one expected that there would be the slightest flaw in her

constitution, she herself least of all. Yet, when the x-ray was taken it showed such decided signs of active tuberculosis that it was found necessary to advise her to discontinue her studies. In the x-ray picture, old tuberculous lesions of the lungs were likewise plainly apparent.

Such a discovery made in time renders it possible to take remedial measures and to save the health and perhaps the life of the student nurse. If such a condition were neglected, the strain of training might so weaken the constitution and aggravate the evil, that invalidism or death would result.

Such an instance accentuates also, of course, the advantage to everyone of periodic examinations of this kind. All hospital workers are at times under unusual strains and always need full physical vigor. They owe it to themselves and the patients to take reasonable precautions to maintain the health which spells efficiency and service.

ONE ASPECT OF DEEP X-RAY THERAPY

When a new and powerful therapeutic agent is introduced into a hospital, it behooves everyone concerned to take great care that all its qualities, beneficent and dangerous, be known and carefully allowed for. The penetrating powers of the x-rays used in deep therapy are quite extraordinary as the following instances will show.

The careful technician of one of our hospitals is authority for the following relation. She wondered just how far the penetrating rays produced a sensible result. To test them, she put an x-ray film under the table on which the patients reclined and on the film holder placed a key. After some use of the machine, she developed the film and found the image of the key strongly brought out though the film was at a distance of several feet under the stand.

She then went to the room beneath and laid a similar film on the floor with a key atop. Again, when the film was developed, the image of the key was strongly perceptible. Thus the rays used for the deep x-ray therapy had penetrated not only the stand on which the patient reclined but had gone clear through the terrazzo floor and at the distance of some fifteen feet below had fogged the film. The technician promptly had five sheets of lead placed beneath the table and now no appreciable effect of the x-rays can be detected below. They are stopped by the plates of lead. But if this experimentation had not taken place, and if some patient had been put in a bed in the room underneath the machine for deep ray therapy and left there for some time, one can imagine the result.

With a little precaution, all such dangers can readily be detected and averted, but vigilance and alertness are certainly necessary where such powerful forces are let loose in a hospital.

THE LIGHT UNDER THE BUSHEL

"They urge us to keep records in the hospital," said the weary hospital executive, "and we have them kept as best we may. We go to a great deal of trouble to classify and cross index, because the doctors tell us that unless all this scientific material is made available their light will be hidden under a bushel. They cannot write scientific papers, they declare, nor utilize the cases for scientific discovery and progress, unless records are well kept and well classified.

"But even after all that has been done," continued the executive, "their light seems to be still hidden under a bushel. The material is all there, the cases are all in order, the scientific papers are ready to be written and the discoveries ready to be made,—but their light is under a bushel for the simple reason that they will not take the trouble or make the effort to use the material which we have ready for them. We have done our part, but they do not do theirs."

Many hospitals can re-echo the statement. The members of the staff, who are competent to utilize for scientific deductions and for the writing of scientific papers the rich material contained in the records, fail to do so, and by this failure they leave under the bushel not only their own personal light, but that of the hospi-

tal as well. The modern hospital owes to the public a service of scientific research and medical education, as well as of care for the sick. The materials for this service of research are contained in the records. To utilize them is surely an important duty of the staff.

CHARITY PATIENTS

This word "charity" means love. So, in its right significance, charity patient means a patient served and cherished out of love. In this sense every patient in the hospital is a charity patient, whether or not he is able to pay a fee for the service he receives. Similarly, every hospital worker should be a "charity worker," toiling, that is, for love!

THE PATIENT'S VIEW OF DIETETICS

"It has impressed me very much," said the chaplain of one of our hospitals the other day, "that so many patients in our hospitals are 'sore' as they would say at the dietetic department. They say that it is all very well to give them the right diet and to measure out their food so as to hasten their recovery, but they add that after all a person has to have something appetizing to eat now and then."

A sick person is often very much prone to look forward to his meals as a bright spot in the day. "At least," he says to himself, "I will get something nice to eat at noon." And the anticipation makes the morning pass more pleasantly. But when his dinner comes

and he finds it unappetizing, not all the considerations of proteids and hydro-carbons, of vitamines and calories in the world will make him satisfied. What he wants, to put it plainly, is something good to eat, something which tastes appetizing, looks appetizing and is hot or cold as the case may be, enough to suit his palate.

It is very useful to look at things from the patient's standpoint, now and then, because, after all, he is the one for whom the whole complicated machinery of the hospital exists. So that all that have to do with the department of dietetics ought to pay attention to the taste of the food as well as to its nourishing properties. Taste is, after all, a natural property of food and can be helped and improved by good cooking. For the patient's sake, for whom all the whole dietetic department labors so faithfully, our dietetians should see that the food appeals to the palate of the sick as well as suits their dietetic needs.

THE DOCTOR AND THE HOSPITAL

We are all of us inclined to take things very much for granted and to go about our business presuming that everything we need for our works will somehow be supplied. When anything goes wrong or is found wanting, we become quite naturally disturbed about the lack, but as long as all goes well, we are inclined to overlook the need of credit and gratitude which is due to those who keep everything in order and secure good working conditions for us. This is the way of all the world and so it is

not very extraordinary that some physicians, though personally very estimable gentlemen, fail quite to realize the extent of service which they personally receive from the hospital of whose staff they are members. They would willingly admit, if the occasion arose, that the hospital is of immense aid to them in their professional work. But unless some unusual crises comes they take their hospital and its service pretty much for granted. The same thing is true of the nurse, who, like the physician, finds in the hospital her most valued aid in the practice of her profession. She, too, is quite likely to take it very much for granted and to look upon its service to herself as part of the usual scheme of things.

Yet when one considers the matter rightly, there is no slight debt of gratitude due to the hospital, both from the nurse and from the doctor. One way of realizing this is to imagine for a moment what would happen if all the hospitals should suddenly disappear from the scheme of things. Then, indeed, the nurses and doctors would begin to realize vividly how much the hospital has meant to them.

THE GOOD SAMARITAN

The hospital is a friend to all mankind. It is the universal good Samaritan, ever ready to relieve distress, to heal sickness, to pour balm into the wounds of the stricken, to exercise all the works of mercy both to the bodies and the spirits of men. The hospital

worker should therefore be Christlike in breadth of charity, seeing in every patient not merely a case to be treated but an ambassador of humanity itself, nay, more a personal representative of Him Who said, "Amen I say to you, as long as you did it to one of the least of these My brethren, you did it to Me."

THE EMINENT HOSPITAL

Those who attended recent hospital conventions remember how much was said about the eminent hospital and how much encouragement was given to all our hospitals to strive after eminence. It was said, and truly, that each hospital has the duty to become as excellent as possible and this follows from the golden rule for, when we are ill, we should like to have the best possible hospital to receive us and take care of us. Hence we should be zealous to provide for others the best possible hospital to take care of them.

Now one of the elements which make for eminent service in a hospital is the attitude on the part of all of study, aspiration, and a zeal for advancement. The right sort of ambition on the part of Sisters, staff, interns, and students will carry the hospital onward and upward until it reaches the heights of eminence. The spirit, the ideals, the inspiration of the hospital workers determine the character of the hospital, much more than its mere material part.

POST-GRADUATE STUDIES

It is evidently true of both the medical and the hospital profession, that "no man is too old to learn" or rather that no man should be too old to study and per-

fect himself in both the science and the practice of his profession. This is the reason why it is so necessary to stress the importance of post-graduate studies, and to interest our hospital personnel and staff in using for themselves and encouraging others to use the opportunities of post-graduate work, which are now so freely offered in this country. It should be considered a distinct credit to men and women, in professional life, that they take the time from their busy lives to seek the personal improvement which comes from post-graduate study. The benefit of this study, needless to remark, will go to their patients, their pupils, and to everyone who comes under their professional influence.

Without any doubt, our own age is richer in such opportunities that any other in history. Post-graduate courses may be said to be within the reach of almost any earnest individual. There is no need nowadays of the long journeys, the hardships, and privations which used to be the price of advanced studies in an older and ruder day. In those times, knowledge made, indeed, a bloody entrance, according to the ancient saying, and learning was bought at the cost of personal effort and sacrifice, which discouraged any but the most eager seekers. How the professional men of those days, who were earnest in their scientific spirit, would have welcomed the chances which every man and woman of the present time finds offered in such abundance! Hospital workers should encourage one another to take advantage of these manifold opportunities. One

thoroughly trained, highly competent worker, can often render more service to humanity and to God, than dozens of those satisfied with mediocrity.

LECTURES IN THE HOSPITAL

In spite of the many other demands on their energy and time, our hospital administrators are coming to see more and more the need of promoting the intellectual life in their hospitals. Fine buildings and modern equipment are not enough to make an eminent hospital. The intellectual attitude of the hospital workers is still more important. Everyone knows that there are hospitals which are beautifully built and splendidly equipped but where the scientific spirit is notably weak, the intellectual life sluggish, and the ideals low, and, in consequence, the beautiful building and superb equipment fail to profit the patients as they should.

Now one of the very best means of bringing about such an increase is the providing of really interesting and inspiring lectures and conferences to the various groups of hospital personnel. Even though the nurses and doctors are not particularly anxious to hear lectures (this itself is a symptom of an unfavorable sort) still if the right sort of lectures are supplied, they can be brought to take an interest. In proportion as their intellectual life is stimulated, they will appreciate good lectures and will wish to attend them.

Now that so many hospitals have excellent auditoriums, it is very easy to find a place for these confer-

ences and when the one in charge of the hospital is really eager to secure good lectures, they may be obtained in almost any locality. Quite a number of those who are competent to give lectures will be glad to come to the hospital and their visits have good results for themselves because they will be brought in contact with hospital work and will learn to appreciate better the singular development of hospital activites which recent times have witnessed.

THE NOURISHMENT OF HIGH IDEALS

The externals of hospital work are often monotonous enough and in caring for the sick there is a great deal of inevitable drudgery which weighs on the spirit. The obscure fidelity to many small details of ministration grows wearisome enough at times; no wonder then that hospital workers need, more perhaps than others, the nourishment of high ideals.

It is the blessed efficacy of high ideals to transform and illumine ordinary life. Ideals give an inward light and warmth to the spirit which make it easier to bear and suffer the exterior weariness of our days. The inspiration of a great cause, the warmth of a strong and unselfish love, will carry us on through many difficulties when otherwise we would faint and fall with weariness. These inward sources of strength and courage are as precious and necessary to the soul as food and drink to the body. They nourish, strengthen, sustain. They give energy, courage, endurance.

All, therefore, those who have responsibility for our hospitals should see to it that everyone in the hospital receives the necessary nourishment of high ideals. It should be an object of constant solicitude, that not only the nurses but the staff, the patients, should be helped in every practicable way to cultivate and nourish in themselves the highest and purest of ideals.

SOME SIGNIFICANT STATISTICS

In a report of the Surgeon General of the United States Public Health Service, there are some significant statistics of mortality. The death rate in general decreased in 1924 as compared with 1923. Only about 11.9 per thousand died in 1924, while the preceding year, 12.4 per thousand had died. The birth rate increased during the same period from 22.3 per thousand to 22.5 per thousand. Infant mortality also showed a notable decrease, but—and here enters in an ominous aspect of the statistics of mortality, *maternal mortality has shown little change in the last nine years.*

In other words, while there is decidedly an improvement in other departments, while adult life is lengthening and more infants are being saved, the grim reaper still takes the same proportionate toll of mothers that it did nine years ago. About one-third of these deaths of mothers, the report goes on to say, were caused by infection due to the carelessness of the attendant. Here again is a most significant detail which points at the same time to the importance of skill and care on the

part of obstetrical attendants and to the dreadful harm they may do if they are careless in their work.

Cold statistics may fail to move us, but when we reflect and realize that everyone of these precious lives which was lost as the result of carelessness on the part of an attendant, meant the widowing of some sorrowing father of a family, the depriving of a home of its mother, perhaps the bereaving of orphan children whom she left behind her, and the loss of a worthy citizen, rendering to the State one of the noblest of services, then our concern must be deep, that for nine years these dark statistics have remained unchanged and that one-third of the deaths of mothers every year continues to be due to the carelessness of attendants.

HUMILITY IN THE HOSPITAL

Comparing the hospitals of today with those of some decades ago, the contrast of exterior beauty and richness and interior comfort and equipment, is striking. Our hospitals of today bear comparison in their buildings and furnishings with any system in the world.

Becoming gratitude for these achievements is natural and right in those who have built up such imposing institutions. Such a sense of grateful satisfaction is not incompatible with true humility. To recognize and acknowledge past successes should on the contrary be an incentive to humility and to a candid confession of the many things still awaiting accomplishment before these great institutions achieve the perfection which is their due.

It has often been said that humility is truth. It is the frank recognition and acknowledgment of facts as they are. It gives due thanks for what is good and creditable, confessing at the same time that this comes by favor of God and with the help of His providence. It no more conceals the faults which have been committed and the defects which exist, than it does the achievements and virtues which are to be recorded.

In our hospitals as in all great enterprises, this virtue is beyond price. It gives an objective view of

things as they are. If those in charge of the hospital shut their eyes to the real and solid achievements of their institutions they will be discouraged. If they fail to recognize the faults and defects which still exist, how can they ever correct them? Progress consists in the continuous improvement of the good which has already been achieved. Humility encourages progress by letting us see just where there is room for improvement.

At the present time as never before, our hospitals are called on for an unceasing effort toward progress and improvement. More than ever now, to stand still is to slide back. The clear vision which enables the hospital manager to see defects, to foresee future requirements, to acknowledge what is wrong and take measures to cure it, comes from humility.

It is just to acknowledge that, good as they are, our hospitals have not yet reached perfection. It would be miraculous if they had. They have struggled upward with extraordinary swiftness, and their wonderful progress is in a great measure due to the humility of their founders, always attempting what appeared impossible, with insufficient means, with inadequate personnel, with obstacles and difficulties which seemed insurmountable by human beings.

The same spirit of courageous humility will enable their successors to continue the onward progress which they so capably began. The hospitals of the present must be as courageously humble and as humbly daring as those of the past. The times call for complete

standardization. To some this seems in their circumstances almost unattainable. Humility points the way to a determined effort, to acknowledgment of what is amiss, and persevering work to remedy it.

The times call for a better education of those who are to have responsibility in the hospital. It might be natural to deny this need, to insist that what was good enough for the past should be good enough for the future. Humility acknowledges the necessity and sets about providing for it.

So through all requirements in which a hospital finds itself deficient, it is the natural inclination to shut one's eyes to what is defective, to resent criticism, to resist improvement. But humility, with a clear vision, sees things as they are, is thankful for the good, and solicitous to remedy the evil. It goes forward with trust and courage, advancing little by little toward a perfect work.

THE OLD PRACTITIONERS

It is the tendency of every age in medicine to look with something like compassion upon the ignorance of the preceding period. Discoveries multiply so fast that one after another of staunchly held principles has been disproven, and while even modern medicine does not know so very much about the actual curing of disease, it is pretty certain that most of the remedies so fervently relied on by the old practitioners, were at best only harmless.

The modern physician may be inclined to look with pity, not unmingled with contempt, on the methods of the men of other days. But there are two circumstances which should greatly help present day practitioners to meekness and humility. One is that they themselves will surely be looked back on by their condescending successors with wonder and compassion, just as they now look backward on their own predecessors. In half a century from now, no one can conjecture what discoveries will have taken place. But it seems fair to suppose that great advances will be made in diagnosis and treatment. The physicians of that time may well be saying to one another:

"How did those poor chaps get along who had to practice medicine under the conditions and with the science that they had in 19—? They did not know this or that test nor this or that toxin antitoxin. In fact, people were dying by cancer then by hundreds of thousands and they did not even suspect its cause or its cure."

Thus they will have cause to look down upon our generation as we from our present vantage point of time look down upon the past.

Another consideration which makes for humbleness is the thought that after all, those old practitioners knew almost as much of the basic principles of medicine as we do now. Startling discoveries have come to pass since their time but the vast unknown of medicine is nearly as great as in the elder days. We also, like them, have in the end to depend on the *vis medicatrix naturae*,

and to follow humbly after nature, helping when we can, and trying not to hinder when we cannot aid. "I dressed his wound and God healed it," is as true today as it ever was in the past.

It is becoming clearer and clearer that rest in bed, proper diet, or abstinence, as the case may be, and careful nursing will do more for most diseases than any medicine. Out of some hundred and fifty diseases medicines may certainly cure perhaps eight or ten. The rest nature will often heal if she be given opportunity. The old practitioners through long experience had acquired a singular skill in reading symptoms and watching the progress of disease. If they made their patients rest quietly in bed and surrounded them with favorable conditions to encourage nature in effecting a cure, they were doing as much in many cases as modern medical science can do today.

These considerations are no excuse to any man for failing to profit by modern discoveries and to keep abreast of all that is best and most recent in modern medicine. Diagnosis and treatment have both advanced by great strides even since the Victorian era. Yet, it is well even in the midst of progress, to keep a spirit of humbleness and this one can do by considering meekly the fame and the success deserved by the skill of the old practitioners. It may even be true that under certain circumstances and in certain cases, a man would have been safer in their hands than under the treatment of some at least of the more advanced practitioners of today.

THE HOSPITAL AND THE PUBLIC

THE VALUE OF A SOCIAL WORKER

The sooner any hospital of any considerable size and importance secures a salaried social worker or several, if the work of the hospital requires it, the better it will be for everyone concerned. It is only because of the lack of understanding about the value of such a worker that some hospitals defer the introduction of this service. On the other hand, young people who are looking about for a career of usefulness should have their attention directed to the opportunities and consolation of hospital social service.

From the standpoint of economy, there is no question that the hospital social service is of singular profit to the hospital itself as well as to the patients. Charity cases socalled, that is to say, cases which come to the hospital for gratuitous service, are sometimes genuine, sometimes fictitious. When genuine they are always to be investigated by a skilled worker to find out just what social assistance the patient and his or her family need. We have often pointed out the fact that the hospital is a Providential point of contact with those who are socially ill-adjusted and that not only the patients, but their families and friends can be wonderfully helped when once contact has been established with them

through the hospital. But very often the hospital workers themselves are too busy with other things to do this social work.

Hence the need of special workers. But, besides, from the standpoint of the hospital these workers can effect a very great saving by investigating the cases which seek free treatment and finding out those which are merely pretending to be in need of help. Some persons who can well afford to pay, victimize the hospital by simulating poverty and the social worker can detect this imposition. Finally, and this is of great importance, the trained social worker is in touch with all the sources of help for the poor and under-advantaged. Instead of calling on the hospital, which can sometimes ill-afford to bear the burden, to support and help the needy families of patients and to give them supplies, etc., the salaried social worker can obtain these supplies from the great social agencies which are established specially for this purpose. Why should the hospital be called on to meet these expenses, when they can just as well be obtained from organized charitable agencies, and the hospital's resources thus conserved?

In the course of a single year, the hospital social workers can often save far more than their salaries in this way alone. Add to this that the very presence of a salaried social worker in the hospital is a sign that the hospital is progressive and takes a real interest in the welfare of its poorer patients especially. Such a worker, when well trained and prudent, can do a world

of good in the name of the hospital and besides, can make many valuable sugestions about the social activities of the hospital.

In the clinics especially, and in developing the outside patients' department, who cannot see how important it is to have a well-organized social service department? We trust that it will not be long before every hospital of importance will have taken active steps to that end.

WHAT IS BEHIND THE DOOR?

The main entrance of a hospital is an imposing, and to the public, a mysterious portal. A procession of automobiles drives up, lingers for a time, and then departs. A series of visitors enter and emerge. Patients are brought in and convalescents go forth almost hour by hour. Day and night the incessant activities of the hospital continue. There are few busier places than the entrance of a great institution whose purpose is to care for the sick.

Yet the average citizen knows very little of what goes on behind the hospital door. He may perhaps have been a patient himself for a shorter or longer time. But his experience has been limited in that event to a very small part of hospital activities. He has come in weak, ailing, uninterested in his surroundings. He goes out after a time of more or less suffering and after a shorter or longer recuperation, restored to health but scarcely aware of the complex activities which have contributed to his healing. He takes things pretty

much as a matter of course. If he has anything to complain of he may be loud enough in speaking of it. But the attention to detail, the special departments, the technical methods which have contributed to his recovery, are usually a mystery to him.

One result of this general ignorance of the public concerning hospitals is a lack of appreciation of hospitals and their work. If the general public were better informed about the difficulties with which hospitals have to contend; if the careful management required to keep them even at a fair level of efficiency, the extraordinary influence they sometimes have in correcting the lives of patients, the general benefits they confer on society, were better known, there would be much more active cooperation with hospitals, much more benevolent interest on the part of the people.

The criticisms which are sometimes leveled at hospitals also arise in part from an ignorance of what is happening behind the hospital doors. The people see great expensive buildings being erected. They find the cost of some weeks or months in a hospital, large. Thence arises the idea that the hospitals are growing rich; that they over-charge. These notions would be dispelled had the public a thorough idea of the cost of the service rendered.

Much is said about the benefit of advertising, the need of publicity nowadays. It would be well indeed to take some effective means to let the public know more about the organization, the service, the effort and

care in behalf of the sick, which make up the busy life behind hospital doors.

ON TAKING COUNSEL

Those who are especially expert, who have a field of effort special to themselves, as have hospital workers, are in danger of falling into a neglect of counsel. They feel that their problems are so individual and peculiar that others who are not actually in the work can scarcely understand them. They discount everything said or suggested by persons not in hospital work, as if nothing could be learned from such sources.

To a certain extent this position is well taken. It is true that there are certain phases of hospital work which can be guided only by those who are actually in the field. Some things can be learned only by experience and by making experiments in the actual work. But there are other phases of hospital activities which will profit by advice from without. They may be judged of and advised upon by those who are themselves not actually managing a hospital.

In fact, some activities are really better seen from without. Those inside the hospital grow accustomed to conditions and may thus lose sight of what is amiss or what should be remedied. They are in much the same circumstances as are those who live long in the presence of certain scenery. A prospect which is very familiar to us no longer impresses us as it did at first sight. The stranger's eye takes in every detail because

everything has a certain newness and freshness. He notices aspects and details of the landscape which dwellers in the place may no longer see because they are so used to them. This is especially true of what we have called the soul of the hospital, of that morale, that general spirit, those higher intellectual interests, which are of such importance in keeping up the standard of hospital work.

Those who are in charge of the hospital have to be forever thoughtful about many details. They are, by their very office, busy Marthas, solicitous about many things. Therefore, the one thing necessary, the interior spirit of the hospital, may escape their attention to some degree.

"The first thing is to live," says an old philosophical maxim; "after that one may play the philosopher."

Besides, the newcomer to a hospital, a visitor interested and informed about hospital affairs, is in a better position to give advice at times than even those who are in the hospital itself. For one thing, he is free from prejudices and preconceptions; he has no fixed notions; his vision is not obscured by things as they are. He can be entirely objective, if he will, and having the general welfare of hospitals at heart, he has no reason for saying anything, for making suggestions, except for the good of the work. When such a counselor comes by he can give all the better advice on some subjects because he is not attached to the hospital.

Again, if the newcomer has visited many other hospitals, and studied their work intelligently, he will have the communicated experience of many, though he may lack direct experience himself. He speaks, not of himself, but of the many whose experience he shares through their confidences to him. Hence he may be of use as a link of communication between the hospital in question and other institutions.

THE FUTURE OF NURSING EDUCATION

The subject which forms our title is, without question, the burning topic of the hour in hospital circles. The nursing profession, as we well know, has had a swift and singular development. A few decades ago hospitals were beginning what were then called training schools for nurses with the idea, of course, of increasing the ranks of graduate nurses, but often with a very strong ulterior motive of securing workers for the hospital who would help without salary while they were student nurses, and would thus lessen the economic burden of the hospital.

Thus, the work was begun of creating a new profession, but this profession soon became dissatisfied with the primitive conditions of the schools of nursing which had given it birth. Through the nursing organizations and through the interest of friends of nursing, laws were passed, regulations established, standards raised, until now the school of nursing is one of the most difficult and exacting of all the departments of hospital work. Instructresses in nursing schools are required to have more and more preparation, expensive and well-equipped homes for nurses are being built, sometimes at a cost of a million or more of dollars for a single hospital. The working time of the student

nurses is being shortened and their study time increased until nursing education is approaching perilously near the point where the school of nursing will be a financial burden rather than a benefit to the hospital.

Already some hospitals have given up their schools of nursing, declaring that the requirements are so difficult and the burden so great that it is no longer worth while, from the hospital standpoint, to continue the school. This may be a serious mistake from the viewpoint of the higher interests of the hospital, but it is a significant sign of the times. Add to this that the movement for standardization (and we do not here refer to the volunteer committee which is working on this subject, but to the general movement towards standardization of the schools) is raising more and more the requirements for nursing training. This will mean that the small school may find itself unable to keep up with the increasing educational requirements and so nursing education will be concentrated in larger institutions.

This is what has happened in the case of medical schools and to the advantage of the medical profession, but such a development in nursing would, it would seem, tend to change very materially the whole concept of the nursing profession and to make nurses more like doctors. The daily ministrations of the nurse at the bedside of the patient could hardly be profitably performed by such highly educated, specially trained professional folk. They might make visits, as doctors do, to give special treatments or supervise the nursing,

but they would be no longer "bedside nurses" as we understand the term today. This condition will probably result in the demand for a less-trained, less-specialized, bedside attendant who would be pretty much like the graduate nurse of today or at least of yesterday.

We must always remember that the work of nursing, like the work of the physician, has gone on for ages. There was a time, not very remote in history, when barbers were surgeons and when the only education for the physician was to go into the office of another physician or his home and learn from him all that could be learned about his art. So, also, in ancient times, one nurse instructed another. The profession of medicine developed and became systematized much more rapidly than that of nursing, because the technic of medicine and the science of medicine are of their nature more specialized, complicated, and difficult. In fact, it is the development of medicine and surgery that has assisted the development of nursing as a profession. The nurse of former days, when methods were very simple and knowledge very elementary, when modern treatments and ways of diagnosis were unknown, was also, necessarily, simple in her needs, and did not require a very extensive education. The reason why she needs such an education today and will need it increasingly in the future, is because modern medical and surgical technic requires skilled and trained nursing to make it effective.

Some time ago a nurse of a great deal of experience who had attended a conference on nursing described to us with interest a two-hours' discussion by nurses to which she had listened, in which not a single word was said of the patient. The whole attention of the conference was centered on the nurse, not a thought apparently, of all those who spoke, strayed aside even for a moment to the patient. Yet it is more true of nursing than of medicine that the whole purpose and life of nursing is to work for the patient's welfare. Medicine, as a science, may go apart, to a certain extent, from the interest of the patient, and study merely the marvels of the human body, but nursing is meaningless save insofar as it ministers directly or indirectly to the care of the sick.

These thoughts are timely ones at this critical transition point in the history of the nursing profession. The course of events is to some extent beyond our control, and the profession of nursing will develop whether we like it or not, along the lines in which the logic of events compel it to develop. But we can, by taking thought, modify and direct the course of its development. All the counsel of experienced and sensible persons and their combined thought and care are not too great a price to pay for the right guidance of this most rapidly developing of the professions.

PROFESSIONAL HONOR

There is one aspect of professional life which deserves deep thought. It is a consideration which should appeal as well to the nurse and the physician as to the lawyer and the minister of the gospel. Whoever offers himself as a member of a learned profession to render service to the public is concerned with this aspect of his work. To dwell on it will be to strengthen the sense of duty, to stimulate diligence, to increase the realization of one's professional responsibility.

The consideration of which we speak is the thought of the dependence of the public upon professional honor, of the helplessness of the people against professional incompetence. The men and women who are ill and who need a nurse or a physician, who are injured in their rights or property and need a legal adviser, who are sick of soul and need a spiritual helper, must rely implicitly upon the honor of those whom they call to their assistance. The sick, like the injured or distressed or the sinful or sorrowful, must trust to the professional competency and uprightness of those whom they ask to aid them.

In other affairs, people can judge for themselves and can protect themselves against the unscrupulous and incompetent. When a man buys goods, he can inspect their qualities and form a judgment as to their worth.

If he purchases food, he can tell whether it is fresh or corrupted. If he buys garments, he can see for himself whether they are warm, whether they fit, whether they are of fair quality and such as will serve him or his family as he wishes. If he hires a servant, he can judge of the quality of his work. If he builds a house, he can see for himself whether it is fit to live in.

But the service of the learned professions is of such a character that it does not bear measuring while it is being rendered. Even afterwards, the victim of incompetent service can sometimes not tell wherein he has been injured. The physician or the nurse, for instance, is supposed to know more than others about the care of health, and to be possessed, in fact, of a whole equipment of theory and practice which makes him or her specially competent to care for the sick, to restore that health which is one of humanity's most precious possessions. The mere fact that one has obtained a diploma to practice nursing or medicine and offers oneself to the public in that capacity is a guarantee that one has the requisite skill, ability, character to give normal service. The public cannot go behind appearances; it has not enough technical knowledge to detect faults and errors of treatment. It must trust to professional honor.

AN APPEALING DEPENDENCE

On the other hand, the crises and needs which drive mankind to seek the aid of the learned professions are

pitiful and momentous. Sickness and distress, whether of body or soul or of both together, should move any humane heart to pity. The professional man and woman, offering to the public a service so necessary, ministering to needs so pitiful, possessing a knowledge so special and peculiar, should be moved to a genuine compassion and should equip themselves as excellently as possible for every emergency of practice because they are the sole and necessary human recourse of the miserable, the suffering and the afflicted.

In a normal character, to be trusted awakens an answering eagerness to be worthy of such a trust. The nurse, like the physician, is trusted to an extraordinary degree, trusted of necessity, trusted in the most momentous affairs of human life. She enters upon the scene at crises where other human aid fails or is found insufficient. She is supposed to bring to those who trust her and call upon her a special and adequate equipment of character, goodness, competence, knowledge, and to practice industry and earnestness to cope with the needs and distresses of those who summon her aid. Such a confidence ought surely to stimulate her to the highest energy and activity. The only answer to such a trust ought to be the best possible preparation for professional duty, the keenest and deepest sense of professional honor.

It is this consideration which induces society to hold professional folk in such particular respect. They are put above the general crowd in dignity and honor

because they are considered to have devoted themselves to an honorable service and to have consecrated themselves with a certain self-sacrifice to the welfare of the public. The fees offered to the learned professions are not looked on as complete payment for services and sacrifices in themselves not capable of adequate remuneration.

Another characteristic of professional folk is their supposed and expected willingness to be ready for any ordinary emergencies. Ruskin says somewhere, if we remember rightly, that the soldier is honored because he is willing to lay down his life if need be for his fellow man, and the learned professions partake in some degree of this soldierlike readiness to make sacrifices and endure hardships in emergency. Because the subject matter of these professions and the services which they offer are so vital to human nature, those who follow them are presumed to be ready to succor others, even at the cost of much personal sacrifice.

Here again professional honor and the wish to live up to the trusting expectation of others is an immense stimulus to effort. Where we feel that others look to us confidingly for devoted service, we are stirred to render the best that is in us. The less exacting pursuits of mankind require no such high standard of devotion. If one merchant fails to sell the sort of goods we require, we can go to another. If one artificer does not give us the service we expect, we need not engage him the next time. But the services rendered by the learned profes-

sions are so much a matter of necessity and emergency that choice is often impossible and if the individual fails in his trust the unhappy victim can turn nowhere else for remedy.

THE DEMANDS OF HONOR

Clearly, from these considerations, professional honor requires a very high standard of character, principle, study, observation and effort. Character and principle are demanded because on these supremely depends the sort of service which the professional man or woman will render. Without character and principle in the nurse or physician, and so of the rest of the learned professions, there can be no assurance of excellent service. Feelings, inclinations, sentiment, all vary and change indefinitely. It is only principle and character which remain always the same and offer a constant motive for fidelity despite weariness and tedium, disgust, aversion, and all the other obstacles which threaten to hinder excellent professional service.

Intense study and continual application are likewise a requisite of professional honor. No one can know too much about the object of his professional care. There is a constant increase in human achievement and experience along the lines of every learned calling. Merely to keep up with this progress requires continued application and if anyone leaves off study he at once begins to fall behind. Besides, the sudden emergencies of professional life do not always offer time for studying

up just to meet the occasion. To be always decently ready requires constant study, application, and active interest to keep abreast with progress.

A wide-awake observation is also essential in the professions. They deal with the saving of human lives, and life must be known as a whole not only in its dissected parts. Members of the professions are constantly dealing not with human nature in the abstract, but with concrete individuals. To be narrow, ill informed, unobservant, out of touch with reality, is to ail in an important point of professional equipment. How often does one bit of knowledge and observation throw light upon a whole complicated situation. Knowledge of character, tact, sympathy, forbearance, are all the fruits of observation.

The constant effort and industry required in the professions sometimes escape the eyes of the inexperienced but they are no less real and wearying. To be constantly at someone else's service, subject to call of another's necessities, obliged to think for and minister to others' needs is a drain on energy and good will together, yet it is this sort of service which the professions offer to give to every one.

If any professional worker, reading these lines, should reflect that we are holding up too high a standard of achievement, there is a very simple rule by which he or she may test the accuracy of these remarks. We know extremely well, each one of us, what grade of service we ourselves desire from those members of our own or of

other professions whom we summon to minister to our personal needs.

What sort of physician, nurse, lawyer, do we desire where our own interests are in question? The answer will be precisely a description of that sort of nurse or physician which we ourselves, embarked on that career, should strive to become.

This is the golden rule—to do unto others as we would that others should do unto us—and it is wonderfully clear, practical and illuminating. We know so well what manner of nurse we should like to have when we are reduced to extremity and suffering, in danger, eager to recover our health and to be delivered from pain. We should wish to have a nurse of the highest personal character and devotion to duty, kind, sympathetic, tactful, gentle, one who has greatly profited from experience and observations, one with all the good elements of character and none of the undesirable ones. That is therefore precisely the sort of nurse we should strive to become.

Our own nurse must also be thoroughly trained, competent, and possessed of the last degree of skill, conversant with all the latest developments of the nursing art. Through constant study and application we should like him or her to have acquired the best traditions and methods. In such an important matter as our personal health or even our life itself, no previous study and preparation would seem excessive to us which would give us just one more degree of skillful aid

to overcome our sickness and regain our health. Now many a patient, suffering, anxious, eager to regain his health, has precisely the same wishes in this regard as we ourselves would have. To satisfy his expectations we should ourselves study and observe.

The same reflections with appropriate changes may well be applied to the profession of medicine or indeed to any one of the learned professions. What is true of one in this regard, is, in general, true of the rest. We all know what we personally desire in those who have to minister to us, in those crises of misery, sorrow, weakness, affliction when we ourselves have to seek the aid of professional folk. By neatly reversing the picture and applying to ourselves the qualities we should wish to see in others, we can form a clear ideal of professional honor and determine just what we ought to do to justify the expectations entertained of us or the aid expected of us by those who seek our professional ministrations.

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